

Measuring customer Satisfaction a Case Study: Kuopio Setlementti Puijola RY (Kompassi)

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The thesis is about the measurement of customer satisfaction in Kompassi. It discusses about the opinions of customers about services provided by kompassi. In this case study, it shows the correlation between the variables that affect the satisfaction of customers about services of Kompassi.

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THESIS

Abstract

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<p>Abstract</p> <p>Customer satisfaction is vital to every organization either non-profit or for profit. Long run success and the operation of an organization depends on customers and therefore, they have to satisfy their customers. Measuring customer satisfaction through a survey or research helps the organization to know their performance level as well as customer expectation and wants from the organization.</p> <p>This research was conducted to examine the customer satisfaction level of Kuopio Settlementti Puijola RY (Kompassi). The findings of this research will help Kompassi to find out both their customers' views towards Kompassi and the activities that customers desire, which further helps to improve the service quality of Kompassi.</p> <p>There are seven chapter in this thesis, the literature review discusses in detail customer satisfaction, the non-profit sector and service. SERVQUAL service dimension and the gap model were used to measure the customer satisfaction perceived among the respondents. The data were analyzed using Webropol. Furthermore, the Rho (Spearman) test was performed utilizing Webropol as well to find a correlation between the variables.</p> <p>The results of this study show that customers are quite satisfied with the services provided by Kompassi. The results of the Rho (Spearman) test show that the variables are statistically significant with low and modest association. Many respondents recommended for more language courses to be arranged in addition to increased advertising of the organization.</p>			
Keywords: Customer satisfaction, Service, Non-profit organization, Questionnaire, Correlation, Association			

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1 INTRODUCTION

This chapter include the background information about customer satisfaction and Kompassi. As well as, the purpose of the study and little bit about the results of feedback survey of 2014 done by Kompassi.

1.1 Research background

For the past decades, customer satisfaction has been the centre of attention of private as well as public organization. There had been different kind of research from academic researcher about satisfaction and customer satisfaction to determine its levels and measurement methods. In this modern age customers have been more demanding and sophisticated and if the customers feel they are not satisfied with the services they get from the organization then there is high possibility in switching brand or organization. Therefore, almost every companies or organizations spend lots of time and money to research about their target customers or target market in order to know about their customers need and desire. After the organizations get the information about their target customers; they will try to adjust their company's strategies according to needs of customers as it determines the future of organization.

Customer satisfaction is the key factor for every kind of organization to know about its success or growth. To remain in business, organizations should be able to hold its existing customers and attract new customers. If the organization could satisfy its customers with its services, then it brings positive and effective change in business operation. Apparently, there is no any distinctive method to measure the satisfaction levels, but depending on the products and requirement of organizations different methods are used.

First of all, to know either the customers are satisfied with the given services or not, we have to evaluate the performance of the organization. But in case of public and non-profit organization the biggest challenge is how to measure the performance of program so that it will help to improve its performance (Theorit H. Poister 2003, 3). As the word profit is not counted in non-profits organization so it is little bit hard to measure satisfaction level.

At first, public sector must identify its primary customer to improve customer satisfaction level. Organization should also think about its secondary customers, stakeholders and sponsors as they also have influence in the organization. Therefore, to remain in co-operation with these groups, organizations should be able to convince them that they will be also benefit in certain way (centre for study of social policy). Satisfaction depends on the experience of customers and organization treatment. Apparently, customers decide the future of organization whether it survive or thrive.

Kompassi is the part of Kuopio Settlementti Puijola RY, it is a non-profit organization which provide the multicultural services to immigrants and local people. To provide better services and also to know the performance level, customer satisfaction is vital key. Furthermore, knowing customer satisfaction would help the Kompassi to run for long run and attract more new customers as well as keep existing customers.

Based on the customer feedback response data of Kompassi of 2014, around 100 respondents took part in survey where the number of female respondents were high than male (55.7% and 44.3% respectively). The age group of 30-62 were the most respondents visiting Kompassi which is 56.7% and 33.6% of 18-29 age groups. Most of the respondents using the services of Kompassi were students holding 31.8% followed by unemployed customers of 29.5% and working as employee 22.7%. Among all respondents most of them were from Russia, Spain, African countries and Finnish. For many of the respondents, 2014 was their first time visiting Kompassi (59.5%) and in 2010 and 2013, 15.5% of respondents visited Kompassi for the first time. Around 48.3% of respondents told they visited Kompassi many times a week while 23.6% visited once a week, however, only 9% visited Kompassi once a month or less frequently. Generally, the main purpose for visiting Kompassi for many respondents was to learn Finnish language (61.1%), to meet friends or people (41.1%) and to celebrate events (23.3%) as well as to attend hobby groups and clubs (22.2%). According to the report many respondents reported that the place was easily accessible and was easier to participate in activities held in Kompassi. Large numbers of customers think that Kompassi's staffs help them with their daily life in Finland. (Kompassi feedback report, 2014.)

1.2 Purpose of the study

The main purpose of thesis is to study customer satisfaction in Kuopio Settlementti Puijola RY at Kuopio. People from different nationality visit Kuopio Settlementti Puijola RY for different purpose; therefore, it's necessary to know whether the services provided by the organization benefits the customers in their daily life. Further, it is important to know the expectations of customers from Kuopio Settlementti Puijola RY services. The organization provides different services like language classes, information about different countries and their tradition and culture. To attract customers for various activities Kuopio Settlementti Puijola RY should know whether the customers are satisfied with their services or not. It will also help the organization to make different strategy for the development of organization.

2 KUOPIO SETTLEMENTTI PUJOLA RY

Kuopion Settlementti Puijola RY is Finnish member of federation settlements and part of international settlement movement. The values of organization are solidarity in everyday life, co-operation in community and different people. Every firm has its own beliefs and principles in their work. Likewise, the main principles of Kuopion Settlementti Puijola RY are:

- trust
- respect
- voluntary
- partnership
- focus on situation
- continuous learning and development
- believe in possibility of friendship across border (Settlementti Puijola, 2014)

2.1 About Kompassi

Kompassi is a multicultural centre located in city centre of Kuopio and a part of Kuopio Settlement Puijola. Kompassi was established in 1999 with an initiative from the refugee unit of Kuopio. Kompassi is funded by the city of Kuopio, RAY which stands for Raha-automaattiyhdistys; in English Finland's Slot Machine Association, the Finnish Ministry of Foreign and Ministry of education and culture. (Settlementti Puijola, 2014.)

Kompassi brings people together from diverse cultures and it is the only multicultural meeting place in the Kuopio region. It belongs to the third sector and so it is a non-profit organization. As Kompassi is discrimination free place which provides various services and support to all people including immigrants as well as locals. It also acts as alternative channels for social integration into the society and provides assistance to immigrations in various life situations. It also offers the active membership for everyone equally. Its activities are mainly based on trust, respect and being easily approachable which highlight peer support, trust towards one's own individual resources and encouragement towards moving ahead in life. (Settlementti Puijola, 2014.)

Kompassi offers different services to immigrants and as well as to Finnish people. Its activities are politically and religiously non-committed. Its services are listed below:

- *Info-point:* The information desk of Kompassi provides services related to the personal guidance and advice to immigrants about immigration, living in Finland, social service, permit. It also helps the immigrants to fill different forms and applications as a linguistic assistance and also assist in administrative process and errands.
- *Finnish courses:* It offers Finnish language course five times a week in free of charge to everyone. The course doesn't require any long term commitment; participants can join the class according to their convenience.
- *Premises:* Kompassi offers premises to different multicultural program and gathering during day, evening and weekends. It also provides free space without any costs for multicultural group who have their own group gathering which is available from 4p.m-10p.m. The space includes one small kitchen, a computer and big TV screen, white board and mark pens, speakers, CD & DVD player along with piano, drums and guitar.
- *Support group:* Kompassi offers guidance and counselling for multicultural groups and ethnic associations. Groups can gather in kompassi's premises and Kompassi organizes training for the contact persons of groups and associations when needed.
- *Lectures:* Kompassi offers lectures on multiculturalism to various groups coming from different parts of country. They can make appointment to visit Kompassi or staff from Kompassi will present their activities in Kuopio region. Multicultural lectures offer by Kompassi are:
 - Introduction to Kompassi and Setlementti Puijola
 - Presentation on settlement movement
 - General information about immigration
 - Immigration's path to Finland
 - On the run in the world - immigration's journey to Finland and experiences of Finnish society (Setlementti Puijola, 2014)

2.2 SWOT Analysis of Kompassi

One of the most valuable tools in business management is a SWOT analysis. SWOT Analysis is the process of finding internal and external audits that lures the attention to the critical organizational strengths, weakness, threats and opportunities. Organization run SWOT analysis for various reasons; to measure company's performance and present situation, analyse competitors, seek opportunities to grow, and plan accordingly to avoid threats using our strengths. Any sort of business will benefit greatly from a well-executed SWOT. (Kotler, Armstrong, Wong & Saunders, 2008, 134-135.)

➤ Strengths

According to Kotler (2008), strength is the characteristics of the business or team that give it an advantage over other in the industry. The monopole situation hold by Kompassi provides it with an unmatched strength in Savo region. With its excellent central location which is easy to reach, comfortable and spacious premises give reason to its customers to visit and enjoy about their services.

Kompassi has come a long way since it was established and with its excellent cooperation partners and strong, professional, multicultural and motivated personnel. Kompassi has managed to create a good and strong image in media which is again one of their biggest strengths.

For any non-profitable organization, where hiring workers is an expensive deal, volunteers play an important role. More the number of volunteer more is the strength of an organization. Kompassi's one of the biggest strengths is also its volunteers as it has around 70 volunteer workers, of whom 20% are with immigrant background.

(Setlementti Puijola, 2014.)

➤ Weakness

Any organization, profitable or non-profitable has its own strengths and weaknesses. Identifying organization's weaknesses and improving it at the right time strengthen company's position in the market. For any non-profitable organization financial recourses are one of the biggest weaknesses. NGOs always lack sufficient funds to

sponsor their services. Kompassi has to restrict its services and offerings in many cases just because of the insufficient or little funds. The biggest weakness of Kompassi is that it is vulnerable to budgetary deficits and it always needs to support its endowments. Low monetary situation also affects the manpower of an organization as not many personnel can be hired for the job.

Less or insufficient funds not only restrict organizations' present state but also its future growth. Financial status of an organization affects its marketing strategies as it restricts the company to plan any big marketing plans which in turn restrict the company's growth as they lose customers because of improper marketing communication.

➤ Opportunities

According to Kotler (2008), external factors that the company may be able to exploit to its advantage are considered as opportunities. With the help of organization's strength an opportunity can be turned as to be a company's growth. Recognizing and making a good use of a given opportunity may lead an organization to different heights. A lot of opportunities is offered by various collaboration partners to Kompassi. Kompassi is a place for people from diverse culture and so there is always an opportunity to organize bigger events and activities using the help of different alliance partners. With a good public and media image, a lot of new ways to reach and approach bigger target group through marketing communication can be done using the help of social media. Since Kompassi is now a well-known name and is also quite popular within the people, so opportunity of cause marketing through commercial business can be considered as one of the biggest opportunities as it will lead in fund raising and thus supporting the company's present financial situation.

➤ Threats

NGOs are always dependent on other financial resources for their operations and thus lack of financial support from these groups can be one of the biggest threats to the organization. Structural changes in Finland's Slot Machine Association (RAY) and the city of Kuopio might influence Kompassi's financial status as it has been functioning with the support of these organizations. Because Kompassi is dependent on other financial resources for its operations so it can be considered that it is very vulnerable to economic crises.

The financial situation of Kompassi does not allow it to hire more workers and as a result there are overworked personnel, caused by lack of workers. With fewer workers there is always a chance that not all the customers are taken care of at the same time which might lead to dissatisfaction of customers. This dissatisfaction might lead to misunderstanding that result on a bad image about the organization. Also while dealing with people from diverse culture sometimes create cultural collision and that might turn up to a big scandal and even a small scandal can be reputation damaging.

3 MEASURING CUSTOMER SATISFACTION IN NON-PROFIT ORGANIZATION

This chapter explain about the theoretical framework about the subject that had been written before. This section also helps the researcher to know more about the phenomena. It also helps researcher to support their research. For instance, researched can linked their findings based on the theories used and helps to draw the conclusion of the research (Kananen, 2011).

3.1 Non-profit organization

The educational, charitable, religious organizations were thousand years old, in the history of United States; as the concept of non-profit organization dates back to 1970s. Back in 19th century churches and religious organizations were actively functioned government or non-profit organization. Nowadays there is rapid growth in the number of non-profit, NGOs and INGO organization; which work in various sector. Therefore, it's quite hard to define exactly, what is non-profit organization, what they do? The objective of non-profit varies according to its scale and scope. Even the sources of revenue are different on these organizations, some of them depend on donation, government modes and some even rely on revenue generated from sold services. During the second half of twentieth century non-profit organization become more dependent on government agencies and bound by the responsibilities given by government body and became more commercial and entrepreneurial. Globalization has allowed non-profit organization beyond countries borders. (Herman, R.D. et al., 2005.)

To define the meaning of non-profit organization is quite difficult. According to Anheier (2014), non-profit sector is defined as the overall sum of private, voluntary, non-profit organization and its other association. Apparently, firms involving in service sector without profit motivation are called non-profit organization. Non-profit sector is also called the third organization as government and its agencies are placed in first while business and commerce are in second. Non-profit organization is described as the organization that are allowed to make profit but not allowed to distribute the profit. It is

expected to keep its mission first which will be benefited to individual and society (Zietlow, Hankin & Seidner, 2008).

3.2 Service

The first attempt to define service was made by The American Market Association. According to The American Market Association (1960), *"service is activities, benefits or satisfactions which are offer for sale or provide in connection with the sale of goods"*. However, it gives inadequate views of services and does not provide in valuing services involved in producing tangibles goods. Another author Regan (1963) state that service is divided into two categories, which represents tangibles yielding satisfaction and intangible yielding satisfaction while purchased with goods or services. (Cited in M Roa, 2007, 5-6.)

Furthermore, Kotler, Armstrong, Wong & Saunders (2008, 597) defines service as an activity or benefit that one party offer to another which is fundamentally intangible and does not result in ownership or anything. Service is the combination of intangible and intangible so rarely a pure service or pure good. It's necessary to have an appropriate consideration of the notion of good-service continuum with offerings ranging from tangible dominant to intangible dominant, while trying to distinguishing between services and goods. In order to balance the degree of tangible and intangible elements related with their offering, firm create differential advantage. Offering is divided into five categories. (Kolter et al. 2008, 598-599.)

- Offering consists of pure tangible goods, no service accompanies the product.
- Tangible good accompanied by one or more services consists offering.
- Hybrid offer contains equal parts of goods and services; many service providers supply physical products along with their basic service.
- Service with accompanying minor goods consists of a main service along with other services and supporting goods. Such as airline passenger buying transportation service includes tangibles like food, drink.
- Offering is pure service containing mainly of service like haircut, consulting and insurance. (Kolter et al. 2008, 598-599)

3.3 Service characteristics

There are four characteristics of service as shown in Figure 1 and that are intangibility, inseparability, variability and perishability.

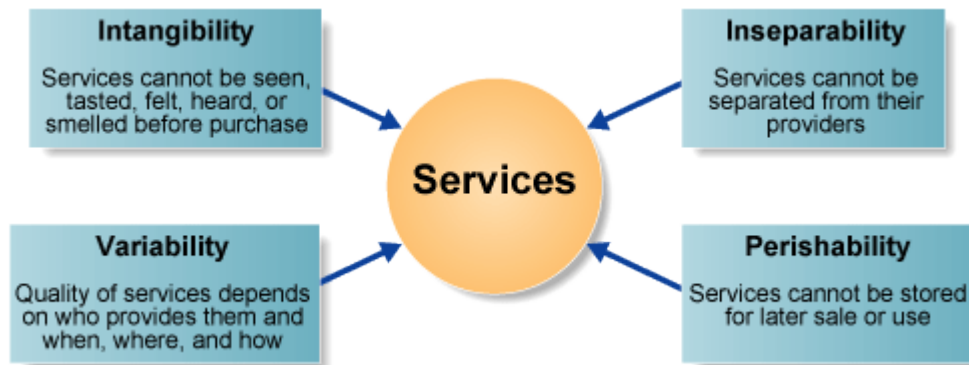


Figure 1: Four service characteristics
(Kotler et al. 2008, 599)

1. **Intangibility:** Many academic researchers agree that intangibility is the main feature of service which are impossible to taste, feel, see or smell before they are bought (Kandampully, 2007, 32). Due to the lack of tangibility characteristics of the service offering buyer cannot evaluate before purchase resulting in higher uncertainty. Therefore, buyer try to find the signals or physical evidence of service quality from people, place, equipment, communication material and price to reduce uncertainty (Kotler et al. 2002, 537-539.). Intangibility is the vital difference between service and physical goods in addition, it is also one of the factor that helps to differentiate the goods and services (Bateson, 1992).
2. **Inseparability:** The inseparability of include both production and consumption which states most of the services are described by simultaneous production and consumption (Kurtz and Clow, 1998). Service are produced and consumed at the same time and hard to be separated from their providers, whether the providers are people or machines. Service employees become the part of service while providing the services. Another feature of inseparability of service

is other customers are also involved but the degree of participation varies from service to service. (Kotler et al. 2002, 539; Kandampully, 2007, 36)

3. *Variability*: Service sector differ in range to which they are people-based or technology-based. In some services large number of people are involved like in hotels, restaurant than in other services which involved more technology such as telecommunication services. When there is more people-based service operation than there is large possibility of variability (Kandampully, 2007, 37.). The quality of services may vary greatly depending on who provides them as well as when, where and how they are provided (Kotler et al. 2002, 540). (Kandampully, 2007, 38) states, variability is not a bad thing always as there are customers who preferred the services provided from person rather than machines.

4. *Perishability*: Service perishability is also major characteristic of many services and also closely related to intangibility (Kandampully, 2007, 39). Services perishability refers, service cannot be store for later sale or use so only produced when needed. The perishability of service depends on demand because if the demand is steady then there is no problem. However, if demand fluctuates then service firms have difficult problems. Service firms can involve different strategies for producing a better match between demand and supply (Kotler et al. 2002, 541.).

3.4 Customer satisfaction

Since Cardozo's (1965) initial study of customer effort, expectation and satisfaction, the term 'customer satisfaction' has been a popular topic in marketing practice and academic research. Even though there had been many attempts to measure and explain customer satisfaction, there still does not appear to have consensus regarding its definition (Giese & Cote 2001). Therefore, various researchers have defined it in many ways, as a process and based in customers' expectations and experiences.

According to Oliver (1997, 13), "*satisfaction is custom's fulfilment response. It is the*

Judgment that a product or service features, or the product or service itself, provide (or is providing) a pleasurable level of consumption-related fulfilment, including levels of under- or over fulfilment." So, when the expectations of customers are met by the product then there will be satisfaction. And if the expectations of customers are not met by the service or product then there will be dissatisfaction. Customers form expectations about service from their own past experiences and opinions from friends and associates (Kotler, Armstrong, Wong & Saunders 2008, 374-375.).

Customer satisfaction is the overall evaluation which analyses whether the service or product represents the satisfactory result for its final users (Swan, Trawick & Carroll 1982, 17). Fornell (1992, 11) defines customer satisfaction as overall evaluation of product or service after purchase. Customer satisfaction is typically defined as post-consumption evaluative judgment regarding a specific product or service (Gundersen, Heide & Olsson 1996).

Customer satisfaction may be defined in two ways as outcome or as process (Yi 1991). The outcome approach defines satisfaction as final state that results from the consumption experience. However, the process approach indicates perceptual, evaluative and physiological processes that contribute to satisfaction. (Grigoroudis & Siskos 2010, 3-4). Based on (Westbrook and Reilly), customer satisfaction is emotional response to experience which is linked with specific product or service purchased, retail outlets or moral pattern of behaviour and overall marketplace (1983, 3).

To achieve a high level of customer satisfaction, business firms or organizations should regularly monitor and examine the experiences, opinions and suggestions of their customers and potential customers. Improving service quality to meet the expectations of customers is an ongoing process in organizations and business companies. Satisfied customers help in the smooth operation of an organization.

3.5 Measuring customer satisfaction

Nowadays, measuring customer satisfaction has been the most important issue for organizations. According to Lord Kelvin (19th century) "*if you cannot measure*

something, you cannot understand it ". According to (Hill & Alexander 2006), the main objective of measuring customer satisfaction is to provide information on how to improve in future. Most of the organizations perform surveys to know level of performance and customer satisfaction. For all business organization, customer satisfaction measurement is major issue which is justified by customer orientation philosophy (Massnick 1997).

According to Gerson (1993), there are seven basic reasons to measure customer satisfaction. Below are those reasons:

- *Identification of customer perception:* This is fundamental for the organization to identify the perception that their customers have in order to build better relationship which will automatically help to improve in their service quality.
- *Determine customer's needs wants, expectations and requirement:* Organization should know about their customer need and expectation in order to satisfy them.
- *To close the gap:* Doing customer satisfaction survey, the existing gap between service providers and customers are identified and so worked upon.
- *To check on the existing service quality model:* Measuring service performance of service quality models helps to determine the need for improvement and modification in order to increase customer satisfaction level.
- *To improve performance and hence increase profit:* Measuring customer satisfaction will lead to improved service quality then increase customer satisfaction which will eventually increase profits since satisfied customers are likely to return for more services.
- Customer satisfaction survey reveals the company's position as well as suggestions on which way forward in the customers' perspectives.
- *Application of continuous improvement process:* In order to attain continuous improved services, customer satisfaction survey ought to be carried out on a continuous basis for the sake of creating long-term relationships with customers as well as long-lasting solutions to improve services (Gerson 1993, 32-39.).

3.6 Benefits of customer satisfaction in non-profit organization

In business organization the main proposed of customer satisfaction is directly linked with the profit as happy customers are more likely to come again. However, in public and non-profit organization profitability is not the prime consideration. According to (Hill, Roche & Allen 2007), below are the benefits of customer satisfaction in non-profit organization.

1. *Financial arguments*: Even though public and non-profit organizations are not motivated by profit; they must be aware of dissatisfied customers on cost implications. Organizations spends lots of resources; human resources as well as financial resources but if they could not meet the expectations and needs of their target group then all the costs go on vain
2. *Reputation*: The main objective of organizations in this sector is to build trust and confidence of general public as well as target customers. Better performance leads to customer satisfaction which automatically helps to builds reputation of organization. Good reputation built in high level of customer satisfaction is the key to develop trust and confidence.
3. *Culture*: Better customer satisfaction will also add internal benefit for organizations. Having more satisfied employee and customer tends to have a good morale and working environment. Apparently, it will be easier for organization to recruit and retain good employee.
4. *For public benefits*: The main purpose of non-profit organizations is to serve the public. Having high level of customer satisfaction means the success of such organization.

3.7 Gap model

One of the vital tasks of organization is to close the customer's gap (between expectation and perception) (Lee 2008). The gap model was first introduced in 1985 by Parasuraman Zeithaml and Berry and further modified by same authors. The model is based on expectation-confirmation theory. Service providers have to understand the expectation of the customers and deliver service as expected by customers. But, many times service provider may not be able to understand those expectations. As a result, there is the gap between actual service provided and perceived service by customers (Kapoor, Paul & Halder 2011). The gap model examines the service quality based on

its five dimensions and their perceptions of actually delivered services (Hollins & Shinkins 2006). This model had been used in many service organizations to measure the customer satisfaction. Figure 2 shows those five gaps.

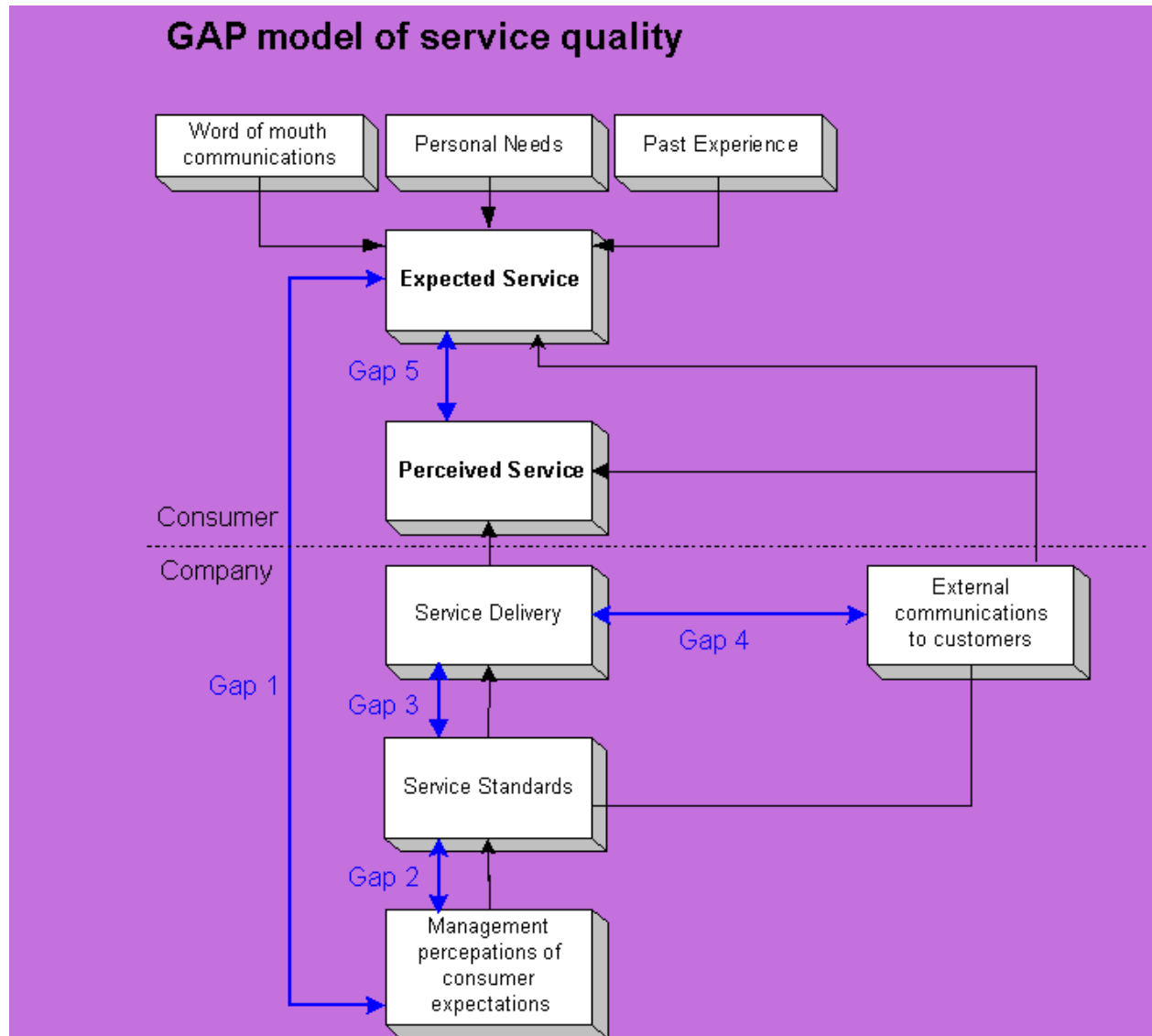


Figure 2: The gap model of service quality
(Zeithaml & Bitner 1996, 47)

Gap 1: The first gap is the gap between customer expectation and management perception of those expectations. This gap is the result of misunderstanding and misinterpretation of customers' needs and wants (Lamb, Hair & McDaniel, 2010). This gap is likely to occur in organizations which do little research about customer satisfaction (Zeithaml & Bitner 1996, 40). In

order to close the gap, organization should adapt relationship marketing which will helps to strengthen the bonds between customers and organization (Zeithaml et al. 1996, 40).

Gap 2: Gap 2 is gap between management perception and service quality specification. Apparently, this gap takes place due to management inability to translate customer's needs to delivery system within the firm. For closing this gap organization should integrate important customer satisfaction into measurement system to attain perceived quality. (Zeithaml et al. 1996, 43.)

Gap 3: The gap between service quality specification and service deliver to customer. This gap is caused due to the inability or unwillingness of employee to do the work that should be done. Lack of employee training and motivation is the main reasons to create this gap. (Zeithaml et al. 1996, 45.) To close this gap, organization should place all resources that are needed to achieve service quality (Zeithaml et al. 1996, 45).

Gap 4: Gap between what the organizations provides and what customers are told it provides, also known as communication gap. This is the result of misleading of organization marketing department or misleading of advertising campaign that promise more than it can offer or gives. In order to close this gap firm should create realistic customer expectation via accurate and honest communication about the services provided by firm (Zeithaml et al. 1996, 47).

Gap 5: Gap between service that customers received and service they want, known as customer gap. The first four gaps contribute for the emerging of gap 5. By closing other gap this gap can be close. (Zeithaml et al. 1996, 47.)

3.8 SERVQUAL quality dimension

In 1988, Parasuraman, Valarie Zeithaml and Len Berry developed SERVQUAL method in order to measure the scale of quality in service sectors. This model is used by many studies to measure service quality in different service industries like

Blanchard and Galloway (1994); Lassar et al. (2000) and Brysland and Curry (2001). Because of its applicability of techniques in measuring managing service quality it becomes popular tool to measure service quality (Othamn & Owen 2001). SERVQUAL method is the most frequently used instrument to measure customer perception of service quality (Shain 2010). SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos 1982; Lewis & Booms 1983; Parasuraman et al. 1985). According Iwaarden et al. (2003), SERVQUAL has five generic dimension and they are listed below.

1. *Tangibles*: It includes the physical facilities, equipment and appearance of personnel.
2. *Reliability*: It implies the ability to perform the promised service dependably and accurately.
3. *Responsiveness*: It refers to willingness of employees to help customer and provide prompt service
4. *Assurance (including competence, courtesy, credibility and security)*: It refers to the knowledge and courtesy of employees and their ability to instigate trust and confidence.
5. *Empathy (including access, communication, understanding the customer)*: This part describes the caring and individualized attention firm provides to its customers.

At first the scale in SERVQUAL instrument was developed by using 97 items that were created through series of focus group sessions conducted with customers (Parasuraman et al. 1988). Later, it was reduced to 22 attributes to formed SERVQUAL scale with reported reliability of above 0.90 (Parasuraman et al. 1988). SERVQUAL measures the performance across five dimensions, using seven point Likert scale measuring customer's expectation and perception (Gabbie and O'Neill 1996). High service quality contributes significantly to customer's satisfaction and delight customers (Ahuja, Mahalwat & Masood 2011).

In SERVQUAL service delivery process is not evaluated rather with this performance perspective service quality is evaluated solely based on customer's feedbacks. Even

though, this method is used frequently to measure the scale of quality in service sector, there are some criticisms about the general applicability of this method. Having many scales of service customers something finds it hard to differentiate among them (Fisk, Brown & Bitner, 1993; kandampully, 2007).

3.9 Summary of whole chapter three

To summarize the whole chapter, Non-profit is the service sector organization which provide service without profit motivation. Similarly, Kompassi is also non-profit organization providing services and help to multicultural group of people without expecting any profit. Service is an activity offer to another party which is basically intangible. There are four characteristics of service intangibility, variability, inseparability and perishability. In the same way, services provided by Kompassi is intangible for example, assisting its customers with different administrative process like registration in 'Maistratti'. Inseparable as service cannot be separated from its provider therefore, Kompassi and its service cannot be separated. Customer satisfaction is the main target of many organization as it helps organization to run smoothly in future and also decide the future of company. So, many organization focus on measuring its customer satisfaction level or conducting survey at least once a year. Performing customer satisfaction helps organization to know its customer expectation and opinions of its customers about its existing services. In case of Kompassi, this survey will help them to create new services based on customer's desire and make its strategy which will assist in fulfilling its customer's expectation.

There are various benefits of measuring customer satisfaction in non-profit organization. Financial argument is one, even though these organizations are not motivated by profit but they have to keep in mind that they spend lots of time, money and human resources while delivering services. So, measuring its customer satisfaction they will have clear view of customer opinions and focus on the lacking part. Having more satisfied customers and employee will have good morale and working environment. In addition, reputation is also another benefit. With more satisfied customers, organization will have more trust and confidence. To measure the

satisfaction level of customer in this research gap model and SERVQUAL quality dimension is used.

4 RESEARCH METHODS

Leedy and Ormrod (2001) defines research method as the collecting, analyzing and interpreting data for understanding phenomenon. According to Ghauri and Grønhaug (2005), research methods is systematic, focused and orderly collection of data for the purpose of getting information for them to solve or answer particular research problem or question. Based on the finding of many researcher and academics, research means the systematic and methodical process of enquiry and investigation (Collis & Hussey 2003).

There are two research philosophy or paradigm, positivistic and phenomenological which is also respectively refer as quantitative and qualitative (Collis et al. 2003, 47). Figure 3, shows the different research methods used for the data collecting and analysing.

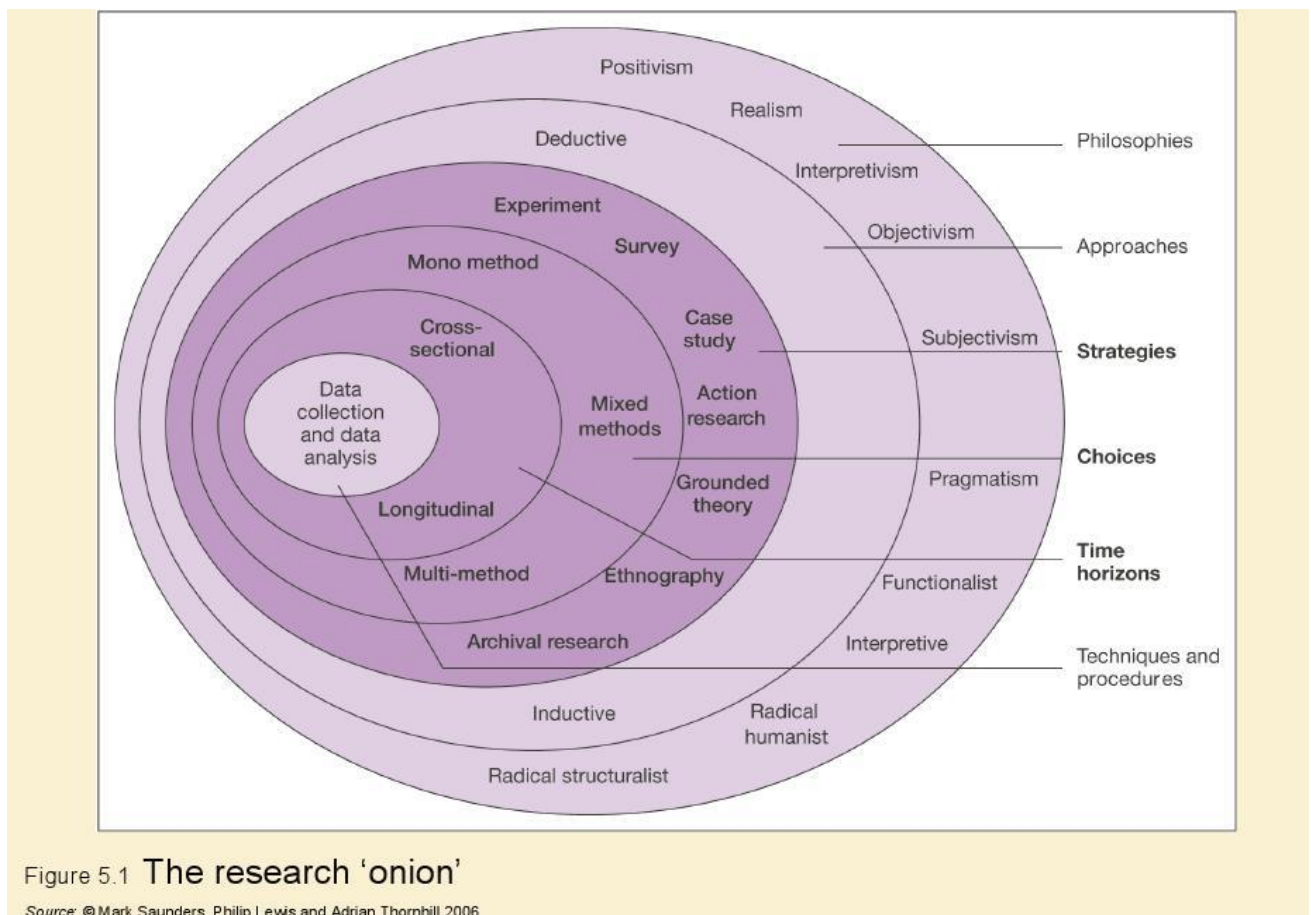


Figure 3: The research process 'onion'
(Saunders et al. 2003, 85)

4.1 Quantitative Research Method

Aliaga & Gunderson, (2000) state quantitative research is explaining phenomena that analysed the collected numerical data using mathematically based methods particularly statistics. Having little regard with the subjective state of individual; quantitative approach looks for the facts and causes of social phenomena. Therefore, the logical reasoning is applied to the research and it also requires pre-understanding of phenomena and theory (Collis et al. 2003, 52; Kananen 2011, 73). Alike all other process, quantitative research also starts with the formation of research problem later those problems are converted into questions based on those questions research materials are collected. Quantitative research is based on variables and deals with numbers and relation between them. Researcher should have the knowledge of required theories and phenomena to be able to know correlations between variables in order to measure them. As for the target group; the respondents are selected from those that are linked with phenomena. Generally, data is gathered from the large number of respondents and performed statistical analysis to generate important information, projected for whole population. (Polonsky & Waller, 2011, 167.) In this research process rules should be strictly followed because you cannot go back to beginning of the process. (Kananen 2011, 72-76.) The whole research process for quantitative methods is describe in Figure 4 below from the starting till the end.

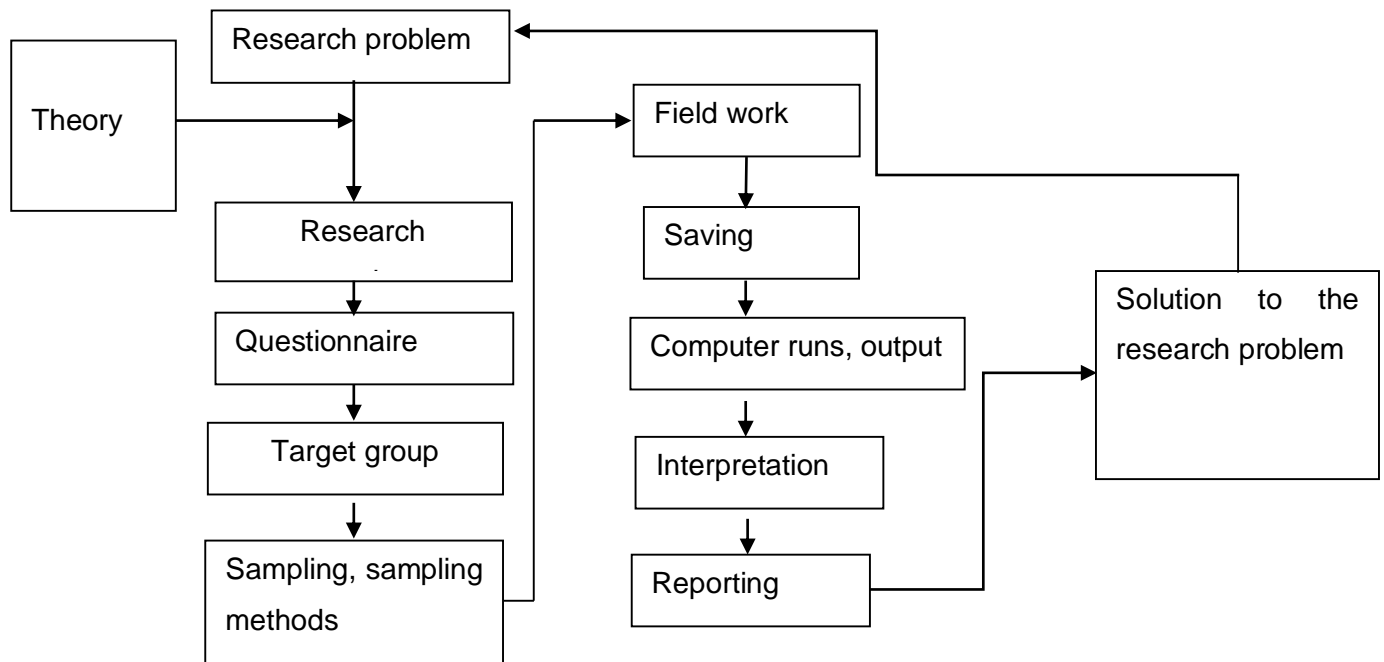


Figure 4: Quantitative research process chart

Collins et al. 2003. 72

According to Collins et.al. (2003), Under quantitative research, there are different research strategies and those are list below:

1. *Cross-sectional studies*: The method that is used to obtain the information on variables in different contexts but at the same time is known as cross-sectional studies (collis et al. 2003). It often employ survey (Saunders, Lewis and Thornhill, 2003).
2. *Experimental studies*: A classical form of research that has much obligation to the natural sciences, even though it features strongly in much social science research, especially psychology (Saunders et al. 2000). It is performed either in laboratory or in natural setting in a systematic way (collis et al. 2003).
3. *Longitudinal studies*: Longitudinal study is done to research the variation of problem by investigation the situation continuously over the time (Collis et al. 2003).
4. *Surveys*: Usually, survey is linked with the deductive approach and commonly used research strategy in business and management. It allows collecting the large number of data in an economical way. To perform the survey, first the

sample question is needed therefore based on the objective of your research sample or questionnaire should be made. Those questionnaires will allow making the comparison and providing the control over the research process. However, it won't have wide ranging data like in qualitative research methods. (collis et al. 2003; Sunders et al. 2000.)

4.2 Qualitative Research Method

Patton (1990, 22) state, qualitative method as the in depth explanation of the people, situations, events, interaction, direct quotations, observed behaviors from people based on their experiences, beliefs and whole passages from documents and case histories. Clissett (2008, 100) define qualitative research method as “*the approach that covers wide range of exploration of human experience, perception, motivation and behaviors also related with the collection and analysis of data in the form of writing or speech*”. Qualitative research is used to build the phenomena (Kananen 2011). Qualitative research is needed when there is less information about the topic, unknown about the variables and relevant theory based is missing (Leedy & Ormard 2005). There are different approaches to perform qualitative research method and those are action research, case studies, ethnography, grounded theory, feminist perspective, participative enquiry, hermeneutics. (Collis et al. 2003.)

4.3 Research Method for this case study

The research method used for this case study is quantitative method. Both primary data and secondary data were used in this study. Primary data was collected using quantitative method due to the research objectives whereas secondary data were collected from different data base. As quantitative method allow researcher to analyze data in number, statistic form, diagrams and graph so it would be easy to present the final results of the thesis as well as quantitative relationship between empirical study and mathematical expression. The collected data were uploaded and analyzed in Webropol to provide the statistical data about respondents. In professional statistics function, Rho (spearman) was used to find the correlation between the variables.

The main target respondents for this thesis is international people as well as Finnish who has interest in multicultural activities and had the experienced the service of Kompassi at least once. As for the sampling method, random sampling is used for this thesis where the samples questions in the form of questionnaire were distributed to the customers visiting Kompassi as well as online survey were done.

4.4 Research questions

Particularly research is all about solving problems. While studying certain phenomenon, there is a need to solve the connected problems for improvement (Kananen, 2011).

Based on purposes, the major questions of this study are as follows:

- What are the factors that affect customer's satisfaction in Kuopio Settlementti Puijola RY?
- What does the customer expect from the services?
- How do the activities provided by Kuopion Settlementti Puijola RY help with their customers with their daily life?
- What changes does customer want in the activities of Kuopion Settlementti Puijola RY?

4.5 Questionnaire design and data collection

Survey method is used to collect the data for the thesis and questionnaire in appendix 1 was used. Questionnaires were formed by the employee of Kompassi based on the feedback of 2014. They told me to do research in the same questionnaire. Questionnaire including 24 questions were formed to know about the opinions and experiences of the customers. Out of 24 questions 4 of them were about the background information about respondent's age, nationality, status and sex and 20 of them was about services of, opinions and general experience about Kompassi. There were 12 questions in scale form from 1 to 5 as strongly agree, agree, neutral, disagree and strongly disagree. These scale form questions weight about the respondent's satisfaction level towards the services and facilities provided by Kompassi. Furthermore, these questions also judge about the physical appearance of Kompassi

and behavior of staffs towards respondents. Lastly, 5 questions were open ended questions where respondents can fill their general experiences, further suggestions about the services of Kompassi. It was quite hard to get full response on open ended questions as respondents didn't fill to questions. To avoid the problem of language barrier, questionnaires were in both Finnish and English language.

Time period required for the collection of the data was around 3-4 months. At first, questionnaire was formed in Webropol and uploaded in the Facebook page of Kuopio international student association (KISA) group because there are many international students so there is high probability that they have visited Kompassi at least once. But, through this method it was too hard to get the response form respondents therefore, later data were collected by visiting Kompassi directly. Handouts of questionnaire were given to the customers who visited Kompassi for various reasons. So, most of the data were collected in Kompassi during opening hours by giving the printed version of questionnaire to customers. Staffs of Kompassi as well as the Finnish language teacher helped a lot in the data collection process. Later the collected handouts of questionnaire were imported in Webropol software for analysis.

4.6 Research ethics

Saunders et al. (2003, 129) express research ethics as proper attitude and behavior of the researcher towards the rights of the concern person or group who became the subject of research or affected by it. Furthermore, it does also define as the code of behavior appropriate to academics and conduct of research (Wells 1994, 248). Research ethics is taken as important matter in general business and academic sector. That's why many organizations and associations have their own codes of ethical conduct or practice. Such as American Psychological Association (APA, 2009) has brief moral principles of psychologists and code of conduct that includes the various research issues which are related to business as well. Likewise, another association named American Marketing Association (AMA, 2009) has ethical code about research related issues stating not to make any harm to members. As well many universities have their own ethical code of practice, for example universities in Australia have agreed to abide all research as per the guidelines of National Health

and Medical Research Council for all human intervention. European Society for Opinion and Marketing Research checked ethical issues of researcher (Polonsky et al. 2011, 67.).

There are different ethical issues to consider based on the nature of the research. Some of those issues that need to be take account are:

1. *Voluntarily participation*: Participation of the respondents should be voluntary. No respondents should be forced to take part in research.
2. *Confidentiality and anonymity*: The information got from the respondents or customers about the research should be kept confidential and anonymous. Anonymity means researcher doesn't know who are their respondents whereas confidentiality means research know about their respondents but don't reveal their identity.
3. *Informed consent*: It's about making understand human involvement of all participants in research like what they are going to do and negative side of research as well.
4. *Dignity*: Researcher should not humiliate any participants in any way. (Polonsky et al 2011, 70-76; Collis et al. 2003, 38.).

As for this thesis, all the data collected from respondents and from employee stay confidential. And no respondents were forced to fill the form.

4.7 Reliability and validity

'Reliability and validity are tools of and essentially positivist epistemology' (Watling as cited in Winter, 2000, 7). According to Hammersley (1987, 69) states, an account would be valid if that represents features accurately that is intended to describe. Joppe (2000 as cited in Golafshani 2003, 598) defines reliability as a research point where the results are consistent over the time and accurately represents the whole population that are under study. Reliability is related with the findings of the research which gives the credibility of the findings whereas validity is the extent that represents if the research findings accurately represent what really happening in situation (Collis &

Hussey, 2003, 58). So, the research results are assumed to be reliable if same result can be produce using similar methods.

As for this case study, the questionnaire was developed by the staffs of Kompassi to get reliable results. Data were collected directly from the customers that visited Kompassi or who has been there at least once so we can say the source of data is reliable. Kompassi also did its customer feedback survey once or twice a year. While comparing the results of research with those findings, the final outcomes were quite similar. So, we can say the findings of this study are reliable. Due to more open ended questionnaire, many respondents left the open questions unfilled and there were only 53 respondents therefore it may affect the reliability of research. Actually, this study is based on Kompassi so results may not be applicable for other type non-profit organization.

5 QUANTITATIVE ANALYSIS OF DATA

This chapter will describe the analysis of the quantitative data obtained by using Webropol data analysis method.

Background information about respondents

This section gives the general background information about respondents.

Table 1: Gender and age distribution of respondents where (n=53)

Respondents count	
Gender	
Male	16
Female	37
Age group	
0-6	0
7-17	4
18-29	21
30-62	26
63-79	2
80+	0
Total	53

Table 1, gives the general information of respondents based on gender and age category. As shown in table, out of total 53 respondents 37 of them were female respondents and 16 were male respondents.

The age group of 30-63 years old was the highest age group of respondents taking almost half of total respondents as shown in Table 1, 18-29 years old age group take the second place 21. The 63-79 years old age group was the smallest which is 2. Two age groups of 0-6 years old and 80+ years old include no respondents.

Table 2: Employment status of respondents (n=51)

Employment status	Respondents Percentage
Student	24
Working	10
Unemployed	7
Status unknown	3
At home with baby under 3 years	2
Something else	2
Entrepreneur	2
Retired	1
Total	51

Table 2 shows, that most half of the respondents were students taking 24 of total respondents that visit the Kompassi. Working respondents occupied the second place 10 which is followed by unemployed respondents 7. Only three of respondents had status unknown. The smallest one is retired respondent which is only one respondent. Whereas, respondents with baby under 3 years old at home, status as something else and entrepreneur have two of respondents each. Therefore, large numbers of customer that visit Kompassi were students and working people.

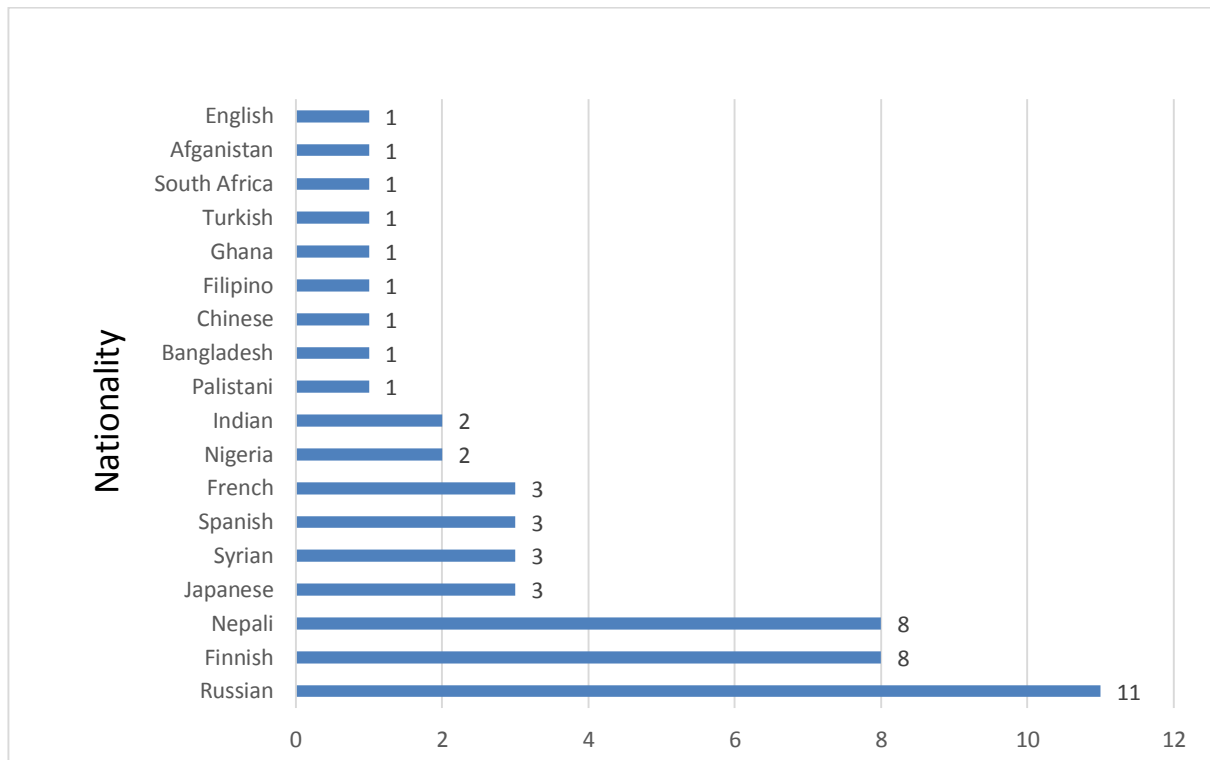


Figure 5: Nationality of respondents in percentage (n=52)

From the figure 5, it can be concluded that most of the respondents were Russian 11 of total which is followed by Finnish and Nepali with similar portion 8. Similarly, Syrian, Spanish, French and Japanese have three of respondents each. Likewise, Indian and Nigerian respondents occupy just two of each. Respondents from other different nationality such as Pakistan, Bangladesh, Chinese, Filipino, Ghana, Turkish, South Africa, Afghanistan and Britain have one of respondents respectively.

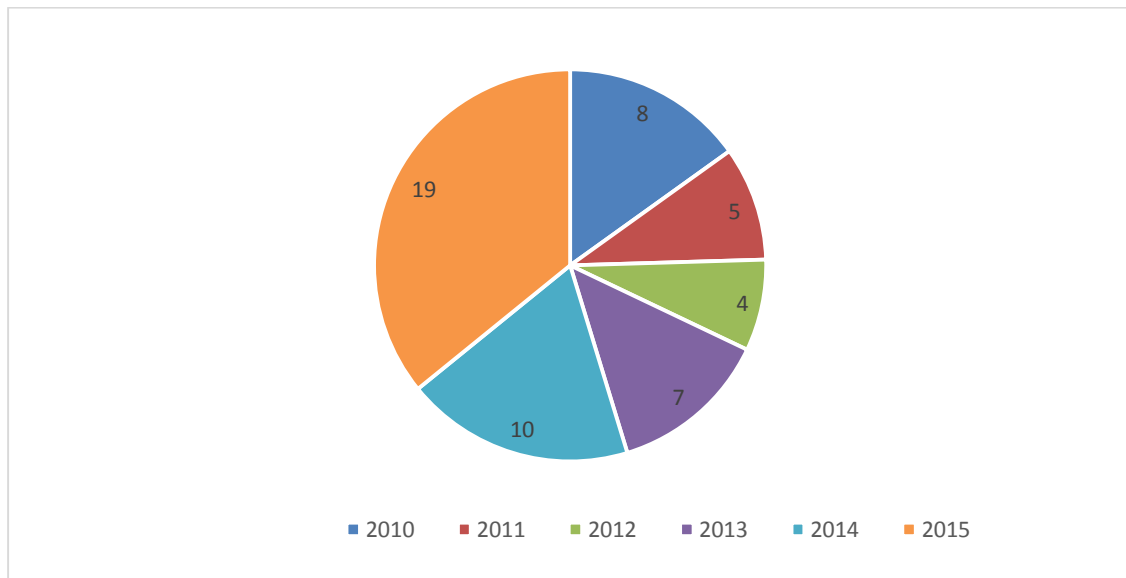


Figure 6: Year of first visit of Kompassi by respondents (n=53)

According to the figure 6, for large numbers of respondents 19 visited Kompassi on 2015 for the first time, whereas about one fourth of respondent's first visit to Kompassi was in 2014. In 2013 and 2010, 7 and 8 respondents visited Kompassi for the first time respectively. Least number of respondents visited Kompassi in 2012 see figure 6 for the first time and 5 of respondents visited in 2011.

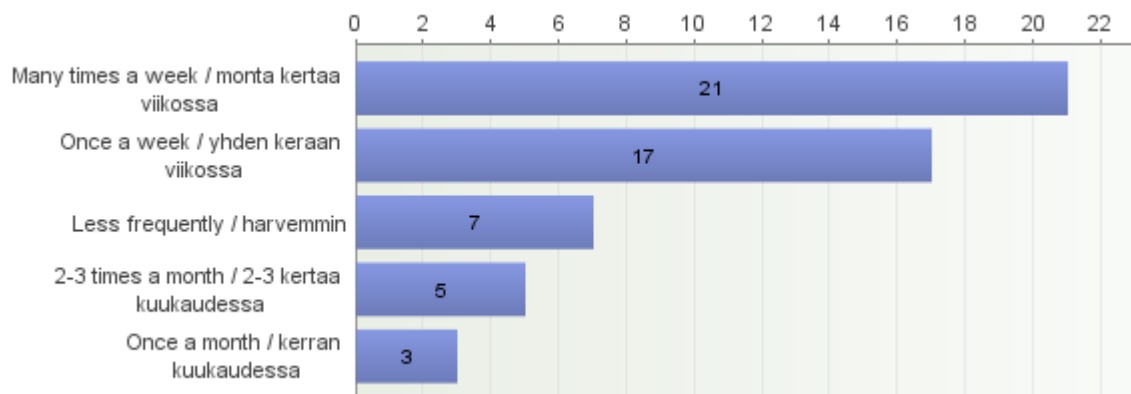


Figure 7: Frequency of service usage by respondents (n=53)

As can be seen form figure 7, about half of customers visit Kompassi many time in a week. Out of total respondents every fourth respondents use Kompassi services once a week. Likewise, 17 respondents use Kompassi services at least once a week however 3 of respondents visit Kompassi at least once a month. And 7 respondents

visit Kompassi or use Kompassi's service less frequently which means they rarely use Kompassi service.

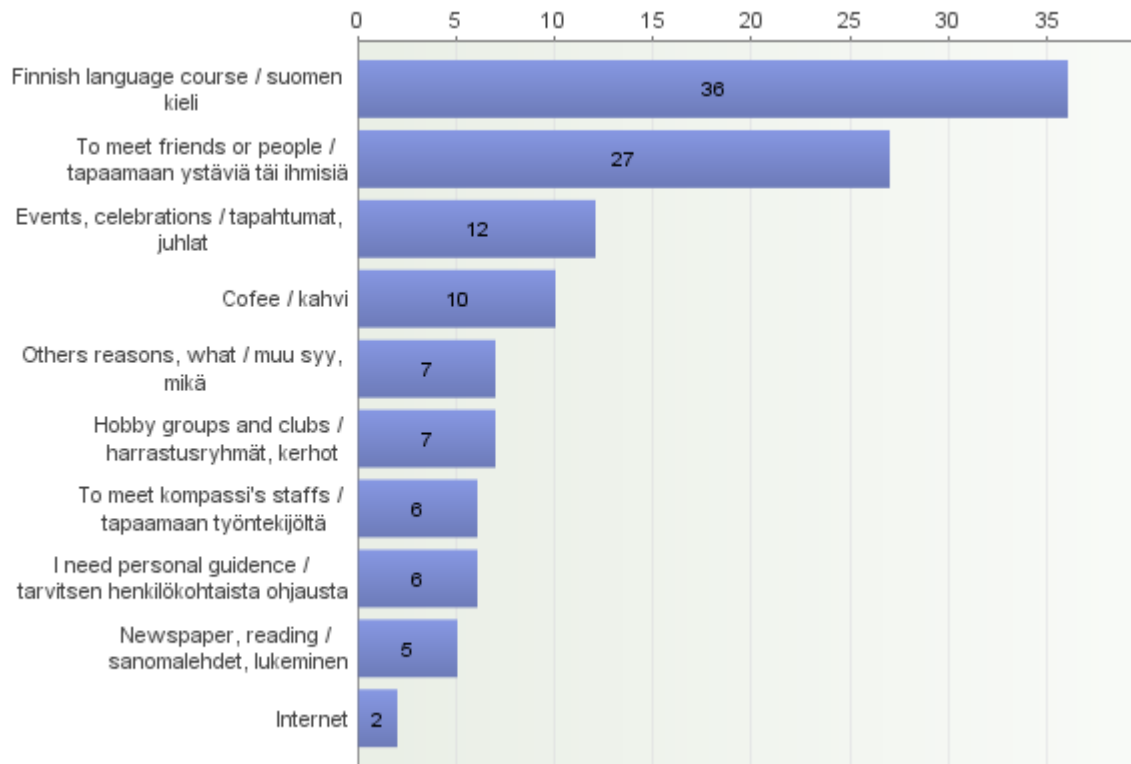


Figure 8: Purpose of visiting Kompassi in number (n=53)

From the data extracted from Webropol, Figure 8 shows most of the respondent's reason to visit Kompassi was to take Finnish language course 36 out of 53. As in this question respondents were given the privilege to choose more than one option, 27 of respondents from 53 came to meet friends or people. As well as 12 of respondents choose the option events and celebration. Least numbers of respondents came there for internet which was 2 out of 53. However, respondents who choose option coffee and hobby, groups, clubs were 7 and 10 respectively. Those respondents choosing option I need personal guidance and to meet Kompassi's staffs were 6 each and 5 of respondents came to read newspaper. Out of 53, 7 respondents choose option somethings else which includes reasons like for English language course, helping teacher and learn more about Finnish profession.

For this choice questions, there were 12 sets of statements with the 5 scales of measurement; strongly agree, agree, neutral, strongly disagree and disagree. Respondents were given the choices to choose any of them based on their experience about those statements.

In this research the independent variables are satisfaction level and dependent variables are tangibles, reliability, responsiveness, assurance and empathy. To show the correlations Rho (Spearman) test was done in Webropol.

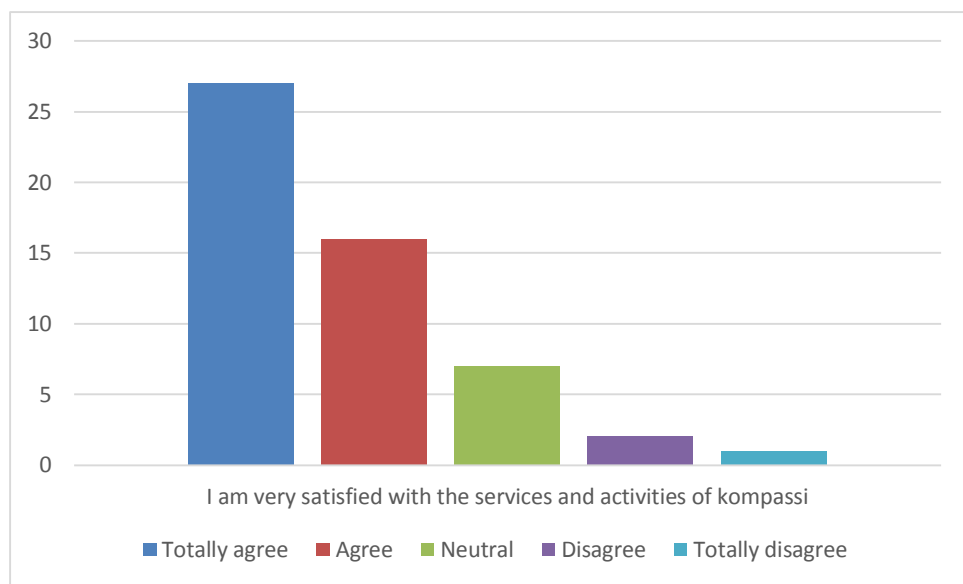


Figure 9: satisfaction level of respondents (n=53)

Based on figure 9, every 8th respondents agree that they are very satisfied with the activities and services of Kompassi but just three respondents disagree about it. There were only 7 respondents who pick neutral option about the statement.

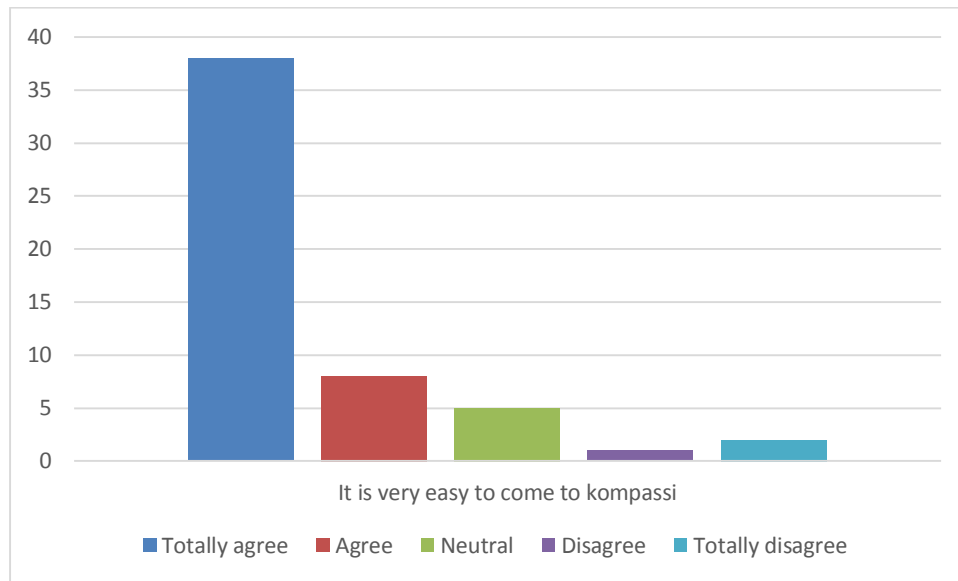


Figure 10: Easy to come to Kompassi (n=54)

As can be seen from the figure 10, about the statement 'it is very easy to come to Kompassi' almost 46 respondents agree with the statement. And only 3 respondents disagree with statement however 5 respondents choose the option neutral.

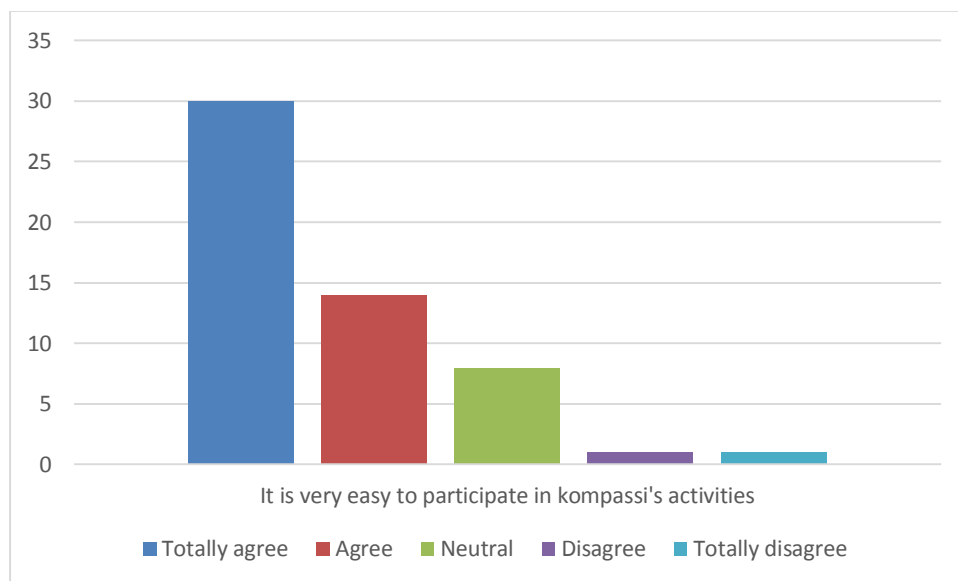


Figure 11: Easy to participate in kompassi's activities (n=54)

From the figure 11, every 8th respondents rated the easiness to participate in Kompassi's activities as agree out of which every 5th respondents totally agree. However, one respondents valued the statement as totally disagree and disagree

each. From the data, we can conclude that almost all respondents think it quite convenience to participate in activities held by Kompassi.

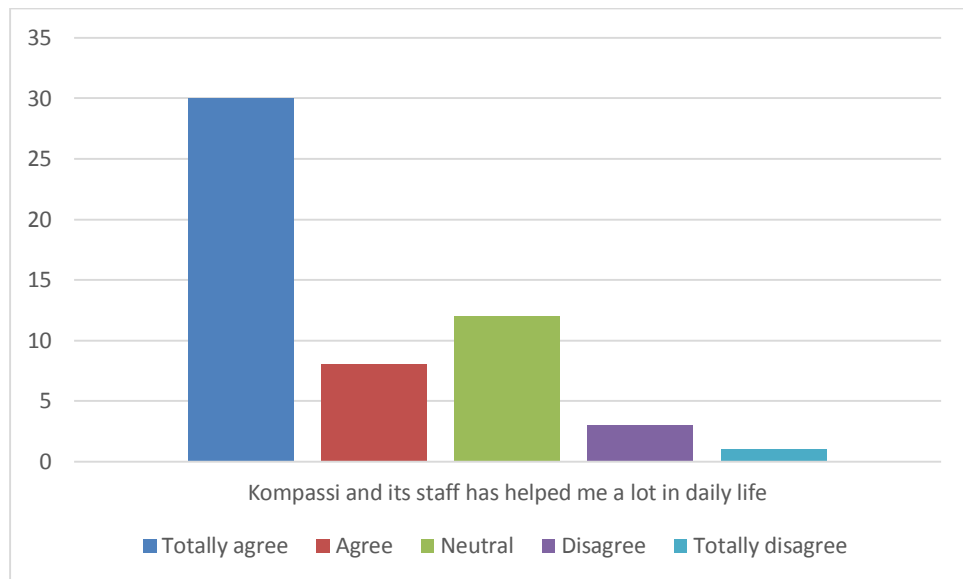


Figure 12: Helped by Kompassi and its staff in daily life (n=54)

As can be seen from figure 12, 30 respondents totally agree that Kompassi staffs have helped them a lot in their daily life. Second highest 12 respondents think it doesn't make any difference or choose neutral option whereas eight agree with the statement. Only four respondents disagree with the sentence.

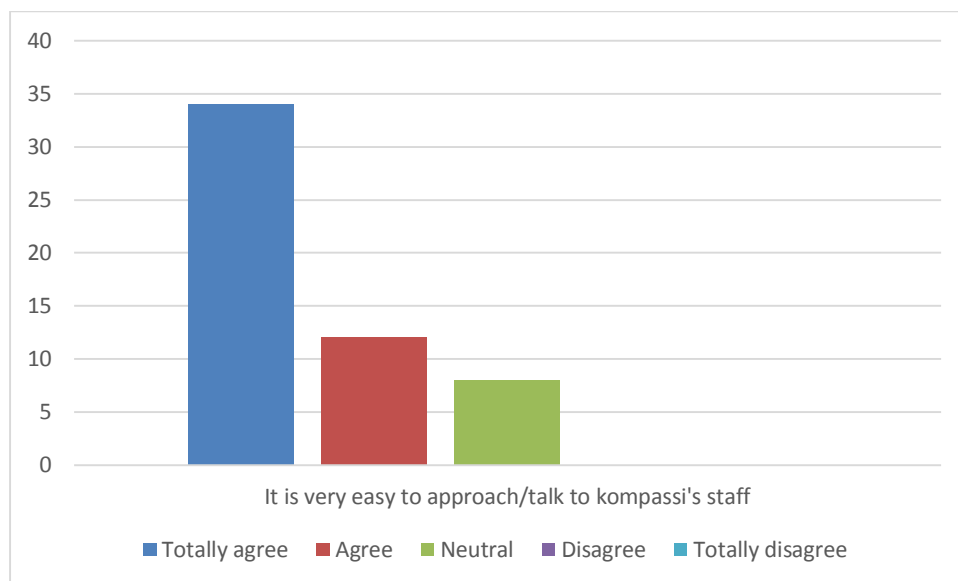


Figure 13: Easy to approach to Kompassi's staff (n=54)

From the figure 13, 34 respondents totally agree that it's easy to approach the staff of Kompassi whereas 8 respondents give neutral answers. Second place is taken by agree option which contains 12 respondents. There were no respondents who disagree with the statement therefore we can say the staffs of Kompassi are friendly with its customers.

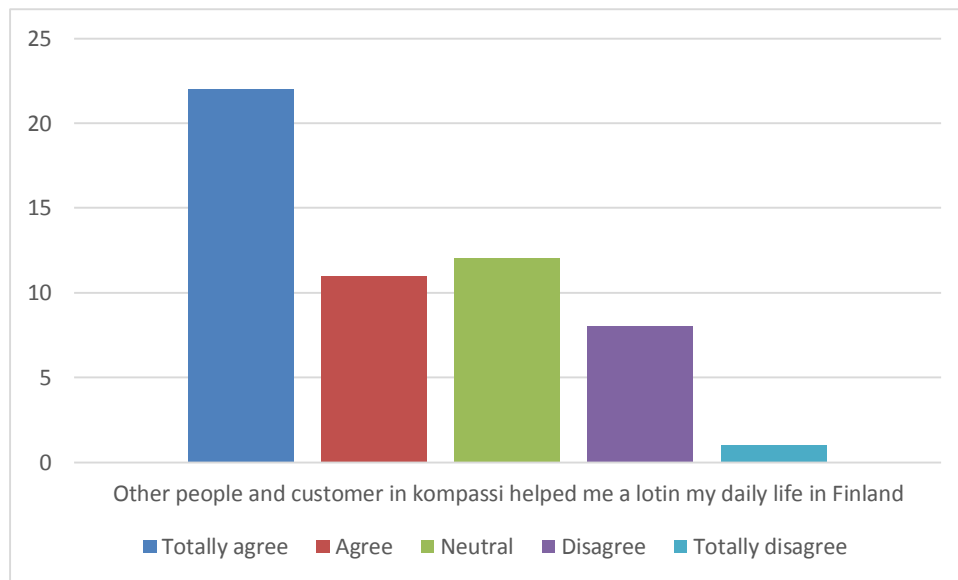


Figure 14: Helped by other people in Kompassi in daily life in Finland (n=54)

According to the figure 14, 22 respondents totally agree that other people and customers from Kompassi helped them a lot in their daily life nevertheless 12 respondents choose neutral option making it second highest. In contrary 11 respondents agree with the statement and 9 respondents pick disagree option. In brief, we can say more than half respondents think other people from Kompassi helped them in their daily life.

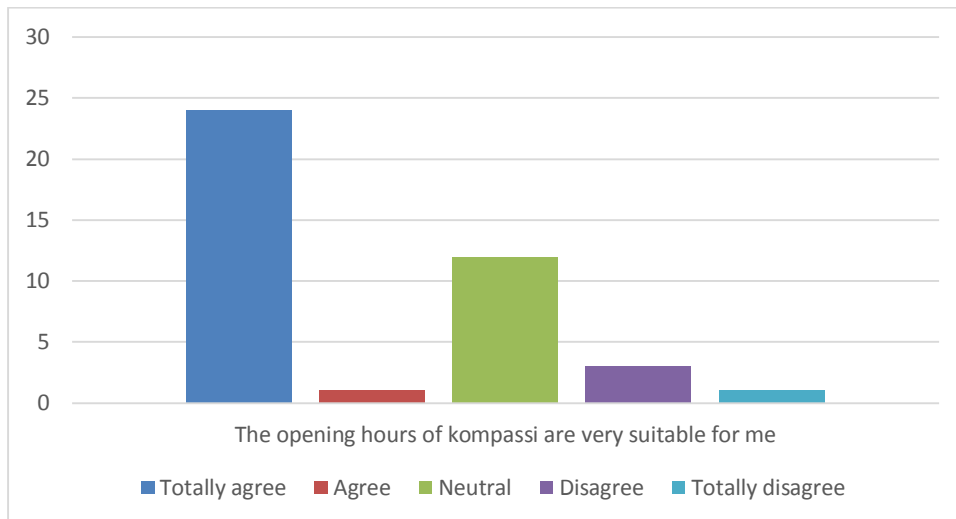


Figure 15: Opening hours of Kompassi (n=54)

The figures 15 reveals that more than half respondents 38 agree that Kompassi opening hours is suitable for them on the contrary 4 respondents disagree about this. While 12 of respondent's stands in neutral position. Apparently, we can say respondents are happy with the opening hours.

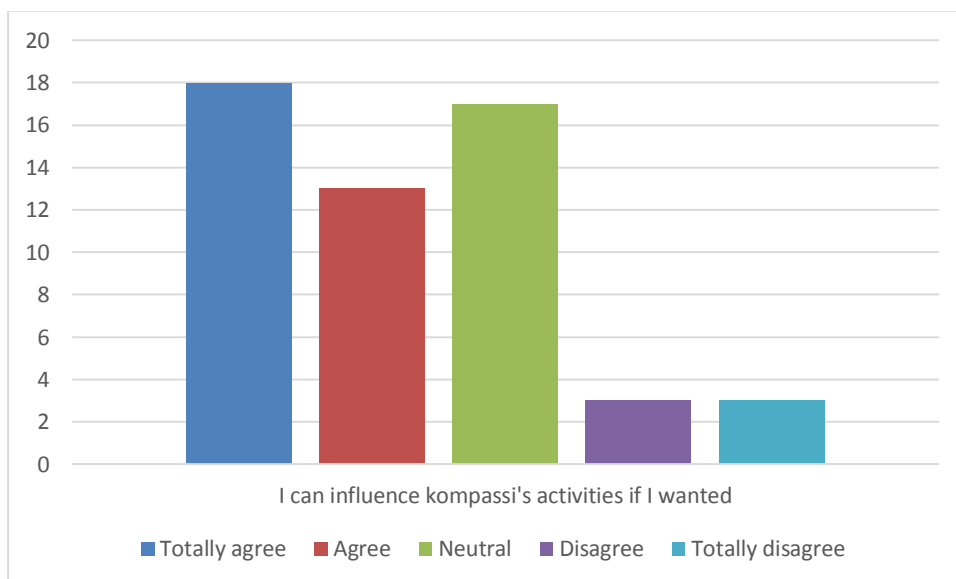


Figure 16: Respondents influence in Kompassi's activities (n=54)

The data would seem to suggest that 18 of respondents totally agree that they can influence in Kompassi's activities on the other hand 17 respondents stands in neutral position about the statement making it second highest figure. Furthermore, 13

respondents pick the option agree besides 6 respondents disagree that they can influence the activities of Kompasni if they want.

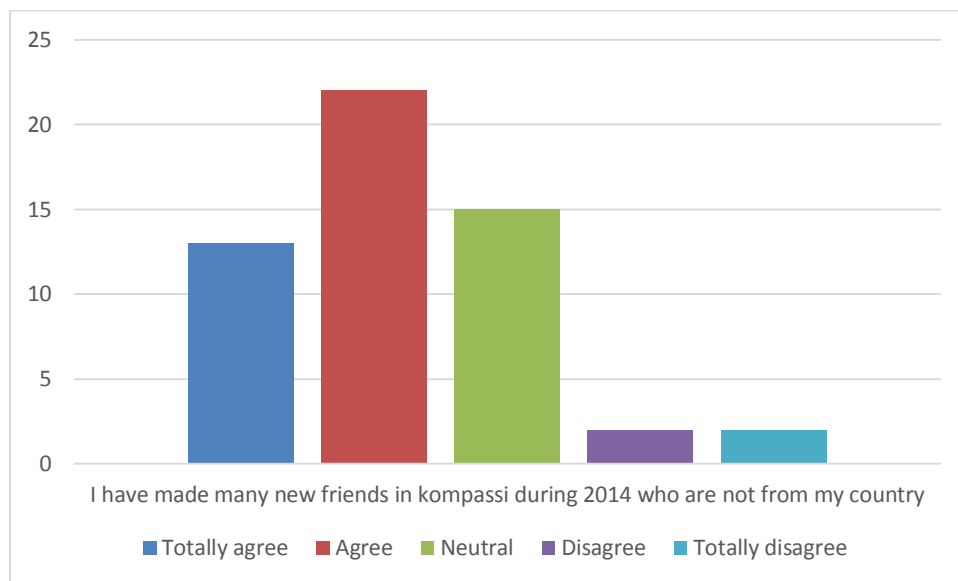


Figure 17: Made many new international friends in Kompasni by respondents in 2014 (n=54)

Based on figure 17, 22 respondents agree that they made new friends in Kompasni during 2014 likewise, 13 respondents totally agree. Respondents who totally disagree and disagree were two each respectively which was lowest. Lastly 15 respondents choose to stand in neutral position. To sum up many respondents who came to Kompasni ultimately make friends

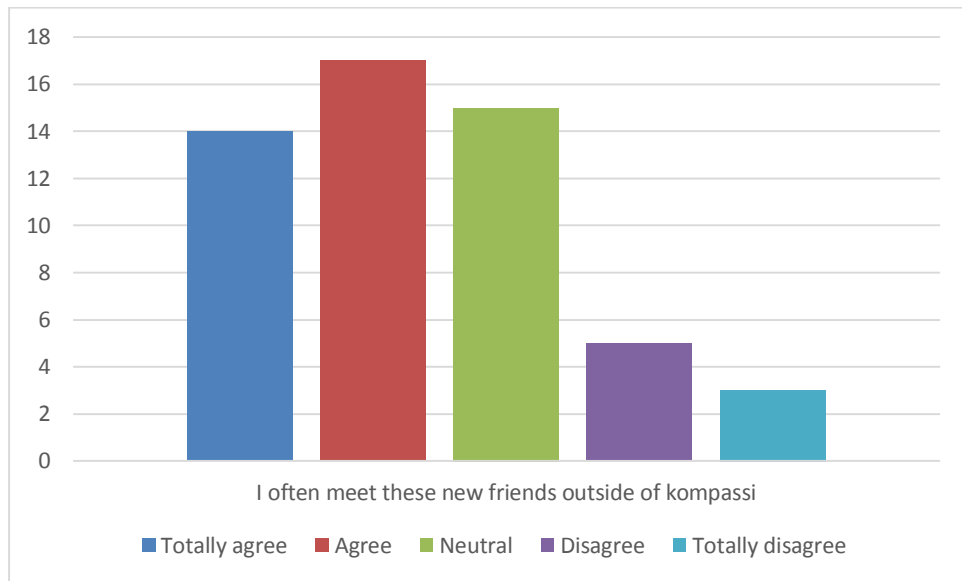


Figure 18: Often meeting of respondents with friends from Kompassi outside of Kompassi (n=54)

From the figure 18, half of respondents agree that they meet friends from Kompassi outside too. However, 15 respondents select neutral option. On the other hand, 3 and 5 respondents totally disagree and disagree respectively. Hence there were half of respondents who meet and half of respondents who don't meet friends from Kompassi outside.

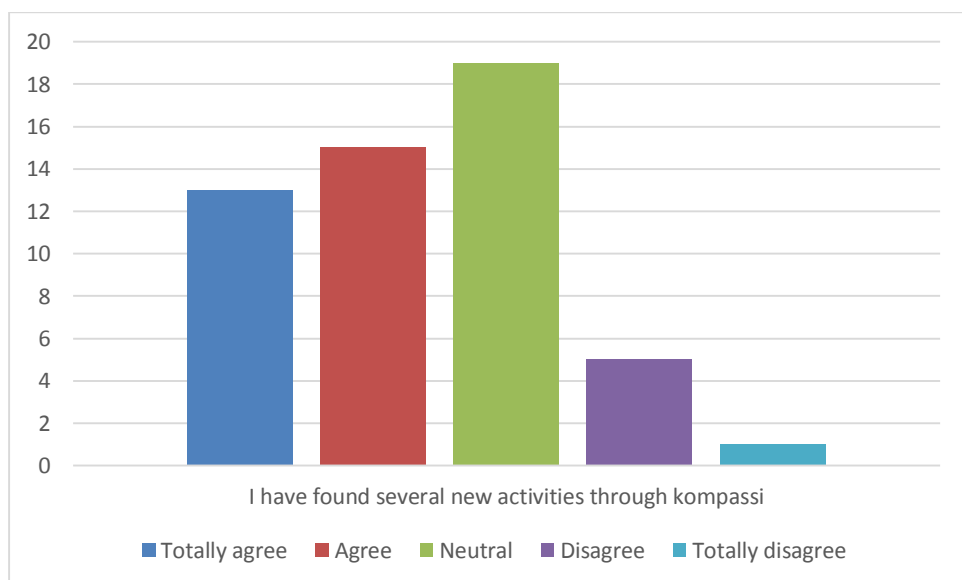


Figure 19: Found several activities through Kompassi (n=53)

As illustrated from figure 19, 18 respondents opted neutral option about the statements 'I have found several activities through Kompas' which is highest one. Yet 13 and 15 respondents totally agree and disagree respectively. However, only 6 respondents disagree about it.

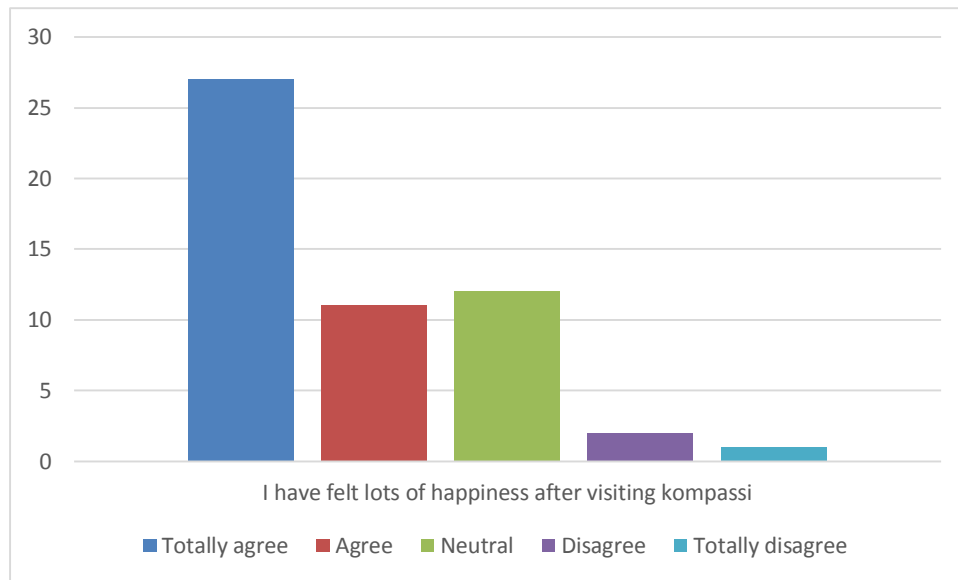


Figure 20: Felt happiness after visiting Kompas (n=53)

We can see from figure 20 almost three fourth respondents agree that they felt happiness after visiting Kompas. On contrary only three respondents disagree about it beside it 12 respondents say they didn't feel anything or choose neutral choice. Thus, we can easily say many customers feel happiness after experiencing Kompas's services.

To show the correlation between the variables, Rho (Spearman) test was done in Webropol. The results obtained from this analysis can be seen in figure 22.

Table 3: Indication to show the correlation (Heikki Likitalo, 2013, pp slides)

According to B&S p. 231	
below 0.19	Very low
0.20 – 0.39	Low
0.40 – 0.69	Modest
0.70 – 0.89	High
0.90 – 1.00	Very high

Table 4: Correlation table between variables

Variables	I am very satisfied with the services and activities of Kompassi.
It is very easy to come to Kompassi.	0.36 (p=0.009)
It is very easy to participate in Kompassi activities.	0.57 (p=0.000)
Kompassi's staffs helped me a lot in my daily life in Finland.	0.59 (p=0.000)
It is very easy to approach or talk to the staff of Kompassi.	0.58 (p=0.000)
The opening hour of Kompassi is very suitable for me.	0.6 (p=0.000)

Based on the indication of table 3, correlation is 0.36 between the easy access to the Kompassi and level of satisfaction of customers is statistically significant ($p=0.009<0.05$) even the association is statistically significant but very low. So, easier to come to Kompassi the more satisfied with the activities of Kompassi.

As for the, correlation is 0.57 between the easy to participate in Kompassi activities and satisfaction level of customer with activities is statistically significant ($p=0.000$) and association is modest. So, easy to participate in Kompassi's activities then the more satisfied customer with activities of Kompassi.

Furthermore, correlation between variable helped a lot in daily life in Finland by Kompassi's staff and satisfaction level of customer is 0.59 which is statistically significant ($p=0.000<0.05$) and the correlation is modest between the variables.

Correlation is 0.58 between variables easy to approach to the staff of Kompassi and satisfaction level of customers and statistically significant ($p=0.000<0.05$) and association between variables is modest. Therefore, there would be more satisfied customer if it's easier to access the staffs of Kompassi.

Lastly, the correlation is 0.6 between variables opening hours of Kompassi and satisfied customer with activities of Kompassi which is statistically significant ($p=0.000<0.05$) and association is modest between these two variables.

In this section, there were five open ended questions. There were few respondents who have given the answers for these questions as many respondents were reluctant to fill the answers.

How would you improve Kompassi's activities?

Number of respondents: 29

Open answers:

- *Evening classes and more Finnish classes.*
- *Extend the availability of language studies, more learning in tandem! Make Kompassi more visible with more marketing and promotion.*
- *Kompassi could use more advertising and international advertised events, like celebrations or some other international event etc.*
- *The building is not easily found unless you know exactly where you are going, so perhaps add visibility in some way.*
- *Many learning times*
- *Nyt minä ymmärrän kun ihmiset puhuvat.*
- *Bringing different culture together by have more social gathering.*
- *Need more integrative activities*
- *Language class*
- *More English spoken classes and harder Finnish courses.*
- *Its quite good already.*
- *I think Kompassi could advertise the place more to the Finnish people for*

example in the university so that people could volunteer.

- *No idea*
- *I have been to Kompassi for only one month. So all that i need is Finnish course and it's good enough for me.*
- *I cannot suggest any particular activities*
- *Anticipate more*
- *No new issue*
- *Nothing*
- *It is very helpful for us but if they open more courses, fixed any books and open library in Kompassi.*
- *More Finnish language courses*
- *Make more celebrations*
- *More Finnish courses*
- *More Finnish courses*
- *New comers to Finland. Need more exposure to its history and have the government work.*
- *Grammer courses*
- *By adding more different things*
- *I could suggest programm*
- *May be with better times for the Finnish courses because they are really early and doesn't fit well in my schedule.*
- *Personally, evening course would be appreciated as working life, it's often impossible to take part in daily courses.*
- *Taking part in all activities and advice them to establish new events and programs.*

As the question 9 was open ended question so the respondents were suggested to place their opinions or suggestions to improve Kompassi's activities. Having open ended question in questionnaire is quite difficult as respondents are not that interested give answers. So, in this question only 29 respondents gave their views. Based on those answers, many respondents felt that there should more Finnish language classes especially during evening time so that they can take part regularly. Also many respondents suggest that Kompassi should make little bit more advertisement or

marketing about it which will help new customers easy to access information about Kompassi and its services as well as location. Apparently, many respondents were quite pleased with the services of Kompassi.

What do you wish Kompassi would have more?

Number of respondents: 28

Open answers:

- *Evening classes and more Finnish classes*
- *Opening hours.*
- *Is there any mother-baby Group?*
- *More information on Kompassi's activities through the internet, advertising and perhaps school representatives could tell more to students about it.*
- *May be internet service*
- *International activities*
- *I haluaa enemmän uusia toimintoja.*
- *Social activities*
- *I think they should have language class in morning hour like 10-12 or 12-2pm*
- *I wish they had better language classes.*
- *More courses*
- *More activities and lunches and food to sell*
- *Nothing more it's really good enough for us*
- *Finnish courses 4, 5, 6, 7, 8*
- *Singing events and poem reciting event*
- *More Finnish language*
- *Nothing*
- *Visit to museum and theatre*
- *I wish they make more Finnish courses*
- *Visit to museum, theatre*
- *Help with courses and jobs*
- *New comers to Finland. Need more exposure to its history and have the government work.*
- *None*
- *Sport activities and learning how to make Finnish food*

- *More events on weekends*
- *I don't know it is my first time in Kompassi, so I don't have an opinion yet.*
- *Evening course in Finnish, 5 pm onward more Finnish courses.*
- *More flexible opening time and closing time. More sports activities*

Similar to the question 9, this was also open ended question. Here only 28 respondents have given their suggestions that they wish Kompassi could provide more. Many respondents wished for more Finnish language courses as well as little bit tough one and respondents prefer the classes during evening hours. Likewise, respondents wished for more opening hours and more advertising via internet or schools representatives. Respondents want to know more about Finnish history, culture and traditional food. Some respondents wish for different activities such as visiting theatre, museum, reciting poems and international activities. Quite few respondents wish for internet service in Kompassi along with some lunch service there so they can buy some food while they have their class.

What do you think of Kompassi's activities?

Number of respondents: 34

Open answers:

- *It is good. but can they organize more children activities*
- *One of a kind. There are not enough services like in Kuopio, and our international population desperately needs it.*
- *My friends who go to Kompassi are satisfied but personally I have no comments due to not visiting it more often. I have been to the building only once, and it was hard to find, but the event had a nice feeling to it.*
- *It's so good, i like so much*
- *could be better*
- *Tämä on hyvä meillä.*
- *Medium*
- *Very good integrative activities*
- *Very good*
- *I think they are doing good job.*
- *Great place and it's nice that Kompassi is so easy approach and open for*

everyone even to Finnish people.

- *No opinion*
- *Unfortunately, I haven't been in one of them*
- *Useful and necessary*
- *Good*
- *Good*
- *Very necessary and most students get a good start to study Finnish*
- *It's very good and helpful for me to learn the Finnish language*
- *Good*
- *Its very good*
- *Good*
- *Good*
- *Good*
- *Good*
- *Its very nice*
- *Good*
- *Great*
- *They do a good job to provide social events for those in Finnish language classes.*
- *Really helpful and integrating*
- *They are all good but sometimes it's hard to learn because the place is small and there is so much people for an example people don't talk about learning but they talk about their stories to each other than you cannot hear the teacher sometimes.*
- *Very multicultural*
- *It looks nice, but as I said it's my first time here.*
- *Staff does an amazing job at providing activities for foreigners.*
- *Its good.*

Regarding the activities of Kompassi in this particular question 34 respondents have given their views. We can see from open ended answers that many respondents think the services of Kompassi is quite good and they seem to be satisfied with its services.

How has Kompassi made an influence in your life?

Number of respondents: 34

Respondents answers:

- *Finnish classes*
- *It has not.*
- *Not much, I just know some of my international friends go there.*
- *It helps me to learn new language and speak so fast*
- *Practicing language*
- *Nyt minä kysyy kaikille kun minä en ymmärrä jne.*
- *Not really but maybe with my Finnish language*
- *Not so much*
- *Very good*
- *It is a really nice place to meet different people from different countries. also we get to learn more about Finland as a country and its culture and customs.*
- *I come here solely to improve my Finnish skills, learning new words and how to cope with day to day communication.*
- *Its nice to help*
- *Guides me to learn Finnish language*
- *I meet with perfect people here, lucky me.*
- *Familiar with numbers of friend came from other countries*
- *Little bit*
- *Fun and nice experience helping is useful and gives good mind*
- *Made the most difficult language easier*
- *More use of Finnish language*
- *More interaction*
- *Our teachers, volunteers and all staff in Kompassi*
- *I can speak little Finnish language*
- *No thanks*
- *Now I am able to communicate with Finnish people*
- *Now i am able to communicate with Finnish people*
- *Made my life happy*
- *Its good*
- *Saved me*

- *Open door to provide English language services.*
- *I met a good friend*
- *It has help me to learn more about Finnish language and living in the country.*
- *It has made me enjoy my stay in Finland and make friends.*
- *Not yet*
- *Yes, definitely it was a life line in the beginning, great place to meet new friends and learn Finnish.*
- *Not much. I do not visit regularly so it really doesn't matter.*

Out of 53 respondents only 34 respondents replied to this question about the influence made by Kompassi in respondent's life. To sum up the answers, many respondents said it has made quite influence in their life. Because of the Finnish language services and many knowledge and information about Finnish culture and way of life given by Kompassi, respondents felt little bit easier to adjust the life here. Some respondents said they have met many good friends from different culture because of Kompassi. Language course provided by Kompassi helped respondents to communicate with people in Finnish language.

What else would you like to tell us?

Number of respondents: 31

Respondents answers:

- *The concept of Kompassi is good*
- *I am not a regular visitor of Kompassi but I have heard many good things. I look forward to similar activities opening up in Kuopio and giving our international students more possibilities in this sometimes terribly dull city.*
- *Kompassi is a great idea. With a little bit advertising and more events, it could become even more popular! Innovation is key.*
- *Nest wishes*
- *Jokainen asioita on ok.*
- *Improve more on social activities and try to send mails to foreigners to ask how things are going.*
- *Nothing*
- *I am looking forward to coming here*

- *Thank you for kompassi*
- *Besides all the learning experiences, it also is a fun place to be in. i wish it keeps on helping people as it has been doing. all the best wishes.*
- *I'm thankful and continue to keep on going*
- *Thank you for your hospitality*
- *Nothing*
- *Nothing*
- *Nothing*
- *This should be continued and talent-style events should me more*
- *Nothing*
- *Thank you*
- *Everything is so good and suitable for us*
- *I want to study more Finnish*
- *Nothing*
- *I want to study more language*
- *I want to study more language course*
- *Thank you very much for your service*
- *Kompassi need to be more often*
- *May be there could be the special coffee or tea, cultural socials again.*
- *It's nice to hear where new immigrants come from and about their cultures.*
- *none*
- *That i am thankful to live in this country and get free education*
- *Thank you*
- *Keep up the great work. Always lovely to visit Kompassi.*
- *Do better as much as you can.*

For question 13, there were 31 respondents and in this question respondents were told to write what they would want to tell more about Kompassi. Many respondents think the concept of Kompassi is good and it would be better with more marketing. Some other respondents don't have any particular things to say they think the services now provided by Kompassi is good and its fun place to be here. More language courses were one main thing respondents want to tell.

6 DISCUSSION

The main objective of this study was to find the customer satisfaction level in Kompassi one of the department of Kuopio Settlementti Puijola RY which was done successfully. This study will also provide Kompassi information regarding customers' expectations and wants from its services. Furthermore, the study will be helpful for Kompassi for making new strategies. This research process was not only challenging but also educative. Through, this thesis process I was able to strengthen my research competences and broaden my academic knowledge about customer satisfaction, service and non-profit organization.

I faced my challenges while doing this case study. At first, it was hard for me to decide the topic of thesis. As, I was thinking to do research about customer satisfaction in public limited bank of Nepal but it was impossible as I couldn't get the data. I was struggling about the topic and my one friend suggest me this topic. Initially, I was hesitating about this topic as I didn't have any idea about non-profit organization and way to evaluate the satisfaction in this sector. After searching for some articles and books, I decided to meet with the co-ordinator of Kompassi and she also give me some idea what she want to get from this thesis.

Personally, for me the most challenging and frustrating part during this research process was to figure out the theoretical framework and research framework. As, this section need lot of time, patience and hard work to search the materials through library and internet. It was hard for me to filter the relevant data because I was unable find literature materials that was relevant to my study. As, I was doing the study about non-profit organization which make me even hard to links the theory which were related to profit oriented organization. However, I was able to overcome this obstacle by browsing materials through library and also got help form library staff which gives me idea for searching materials in Aapeli in a proper way.

Regarding the questionnaire, in the beginning I form the questionnaire but later Kompassi staff told me to use their questionnaire from feedback survey of 2014. So, it was little bit hard for me because it was in different format than my theoretical

framework. Furthermore, there was too many open ended questions which makes hard to get response form the respondents as no one want to write the long answer so, it hinders in getting more response. Therefore, if I get the chance to do same kind of research than I would try to avoid making more open ended questions in questionnaire instead would make choice questions.

For completing the whole thesis process took long time period. Data collection consumes a lot of time. If I get the chance to do same research, then at first I would try to collect the data as it takes time. Then, will figure out the theoretical part. During this thesis process, I had only few meeting with my supervisors so in the end I had to correct many part in my thesis. Therefore, next time I would consider having regular communication with my supervisors to avoid last minute changes in my thesis.

7 CONCLUSION

According to the information obtained from research done, most of the customers of Kompassi were female 37 (70%). Half of the respondents belonged to 30-62 age and 18-29 age group has 21 (40%) respondents. There is only slightest difference in number of respondents in these two age groups. From the research, it can be seen that almost half of the respondents were students whereas least number of respondents were retired. Additionally, higher number of respondents belonged to Russian background which is one fifth (20%) of total respondents, secondly respondents from Finnish and Nepali background have 8 each. Research shows that most of the respondent's first visit to Kompassi was year 2015 19 (36%) out of total respondents. From the data gathered from research, 38 (72%) respondents visited Kompassi at least once a week. For most of the respondents the main purpose to visit Kompassi was for Finnish language courses and to meet friends 36 and 27 respectively.

From the data analysed data obtain from Webropol, most of the respondents 43 (81%) were satisfied with the activities of Kompassi whereas just few three (6%) respondents were not satisfied with Kompassi services. About third quarter (70%) of respondents totally agree that it's easy to come to Kompassi however five (9%) respondents were neutral about it. More than 44 (80%) respondents out of 54 agreed that it's easy to participate in Kompassi's activities and just two (4%) respondents didn't agree with the statements. Half of the respondents totally agreed that Kompassi's staff helped them a lot to adjust in their daily life at the same time just 12 (22%) out of 54 respondents gave neutral answer. Higher numbers of respondents 46 (85%) agree that it's easy to approach or talk to Kompassi and no one contradict with the statement. Out of total more than half (61%) of respondents agreed that they were helped by other customers from Kompassi in their daily life. Many respondents were satisfied with the opening hours of Kompassi. In response to the statement if respondents could influence the activities of Kompassi, it's seems almost same number of respondents have two different opinions, because, 18 (33%) respondents strongly agreed and 17 (31%) stands in neutral position. Based on, data extracted after analysing 35 (65%) respondents made international friends in Kompassi in year 2014. In addition, many

respondents met with those friends outside of Kompassi too. Higher numbers of the respondents almost third quarter (72%) were happy after visiting Kompassi.

From all these figures, we can conclude that many respondents were satisfied and happy with the services and approach of Kompassi.

In the questionnaire provided to respondents, there were five open ended questions where respondents were supposed to fill their views and opinions. Regarding the improvement of Kompassi many respondents said evening Finnish language classes would be better and little bit more advertising and marketing of Kompassi so that new customers could easily get the information about Kompassi. Apparently, respondents were pleased with the service provide from Kompassi.

When asked about what more respondents wish from Kompassi; they wanted more Finnish language courses not only basic but also little bit tough one. Similarly, respondents wished about more marketing of Kompassi activities through school's representatives also respondents desired to learn about Finnish history, tradition, culture. Extra activities like visiting theatre, museum, international activities and reciting poems were preferred by some respondents. Based on the answers got from participated respondents, almost all respondents are fully satisfied with the activities of Kompassi. As there are not many organizations providing multicultural facilities apart from Kompassi in Kuopio.

Information got from research, Kompassi had made quite influence in its customer's life. As it provides Finnish language services, information about culture and way of life in Finland, many international respondents felt little bit easier to adjust to life here. In the same way, because of those language services, respondents were able to communicate with people. Some respondents make many international friends in Kompassi.

For the question about what more respondents want to tell about Kompassi, many respondents thought the concept of Kompassi is good and would be better if more marketing is done. Some respondents wanted other language course apart from

Finnish. And quite some respondents seemed to be satisfied with the services of Kompassi so they don't have any particular things to say.

In this research to find the correlation between the variables Rho (Spearman) test was done in Webropol research software. Based on the results the correlation between the variables is statistically significant. The correlation between variables easy to access to Kompassi and customer satisfaction level with the Kompassi activities is 0.36 and statistically significant ($p=0.009<0.05$) however, the association is very low. There is 0.57 correlation between easy to participate in Kompassi activities and customer satisfaction level and also statistically significant ($p=0.000<0.05$) and association is modest. The correlation is 0.59 between variables helped by a lot in daily life by Kompassi staff and customer satisfaction level with the activities of Kompassi which is statistically significant ($p=0.000<0.05$) with modest association. Having correlation 0.58 between easy to approach to the Kompassi staffs and satisfaction level with the activities of Kompassi also statistically significant ($p=0.000<0.05$) and modest association. Between the opening hours of Kompassi and customer satisfaction level there is 0.6 correlation which is statistically significant ($p=0.000<0.05$) with modest association.

Therefore, if it's more easy to access to Kompassi then there would be more satisfied customers. Similarly, there would be more satisfied customers with easy access to participate in activities of Kompassi. The opening hours of Kompassi also directly impact in the satisfaction level of customer. In addition, customer would be more satisfied if they can approach to Kompassi staff easily.

If we compare these figures with the feedback report of Kompassi of 2014 then the results are quite same. In that report also most of the respondents were female same like in this thesis. In feedback report most of the respondents belong to age group 30-62 and most of the respondents were student. Similarly, in the survey of Kompassi on 2014 higher number of respondents were Russian like the result in this study. In both study, there were many respondents who visited Kompassi couples of time a week for different purpose and main reasons was to attend Finnish language course.

To sum up the research, it seems that respondents were fully satisfied with all the activities and services provided by Kompassi.

Suggestion for Kuopio Setlementti Puijola RY

The research about measuring customer satisfaction is the case study of Kuopio Setlementti Puijola RY was done in collaboration with the firm itself. The main objective of the research was to find out the customer satisfaction level of customers of Kompassi which is one of the departments under Kuopio Setlementti Puijola RY. As indicated in questionnaire by respondents was to provide more language courses including especially advance Finnish course. In addition, many respondents suggested making some kind of advertisement either in newspaper or via internet to pinpoint the exact location and opening hours.

Regarding the structure of questionnaire, from my perspective it is recommended to Kompassi not to make too many open ended questions as respondents would avoid these kind of question making it difficult to gather enough data. It would be better to make more multiple choice questions. For instance, in this research in open ended questions only about half of respondents fill the answers.

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APPENDIX 1: QUESTIONNAIRE

Dear respondent

I am a student studying in Savonia University of Applied Sciences. I am currently writing my thesis about customer satisfaction in Kuopio Settlementti Puijola RY (Kompassi). This survey is a part of my thesis and in cooperation with Kuopio Settlementti Puijola RY (Kompassi). It aims to review your opinions on customer satisfaction and improve the level of customer satisfaction of Kuopio Settlementti Puijola RY (Kompassi) in the future. I hope you can give a few minutes of your time and contribute to this research. I would be very thankful for your time and effort while answering this questionnaire and assure you that your replies will be handled with absolute confidentiality. Thank you!

Sunita Shrestha

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Phone number: 401545977

KOMPASSIN PALAUTELOMAKE	/	KOMPASSI'S FEEDBACK FORM
2015		

Taustatiedot. *Background information.* Ympyröi sopiva vaihtoehto. *Circle the right option.*

Sukupuoli / Gender: Mies/Male Nainen/Female

Ikä / Age: 0-6 7-17 18-29 30-62 63-79 80+

Työelämästatus: opiskelija / yrittäjä/ palkkatyössä / työtön/ kotona alle 3-vuotiaan lapsen kanssa / eläkkeellä / ei tiedossa / muu, mikä _____

Employment status: student / entrepreneur/ working / unemployed / at home with baby under 3years/ retired / status unknown / something else, what _____

Kansalaisuus / Nationality: _____

1. Minä vuonna kävit ensimmäisen kerran Kompassilla? *Which year did you come to Kompassi for the first time?*

a) – 2010 b) 2011 c) 2012 d) 2013 e) 2014 f) 2015

2. Kuinka usein sinä käyt Kompassissa? / *How often do you come to Kompassi?*

- a) Monta kertaa viikossa / *many times a week*
- b) Yhden kerran viikossa / *once a week*
- c) 2-3 kertaa kuukaudessa / *2-3 times a month*
- d) Kerran kuukaudessa / *once a month*
- e) Harvemmin / *less frequently*

3. Miksi sinä tulet Kompassiin? / *Why do you come to Kompassi?* Valitse yksi tai monta syytä listasta / *choose one or more of the following reasons*

- a) Tapaamaan ystäviä/ihmisiä / *to meet friends or people*
- b) Suomen kieli / *Finnish language course*
- c) Harrastusryhmät, kerhot / *hobby groups and clubs*
- d) Tapahtumat, juhlat / *events, celebrations*
- e) Tarvitsen henkilökohtaista ohjausta / *I need personal guidance*
- f) Tapaamaan työntekijöitä / *to meet Kompassi's staff*
- g) Internet / *Internet*
- h) Sanomalehdet, lukeminen / *newspapers, reading*
- i) Kahvi / *coffee*
- j) Muu syy, mikä _____ / *other reasons, what* _____

Seuraavissa kysymyksissä ympyröi mielestäsi sopivin vaihtoehto (1= täysin samaa mieltä, 2=samaa mieltä, 3= ei mielipidettä, 4= eri mieltä, 5= täysin eri mieltä). Circle the best option in your opinion for the following questions (1= totally agree, 2= agree, 3= no opinion, 4= disagree, 5 = totally disagree).

4. Kompassiin on hyvin helppo tulla. 1 2 3 4 5
It is very easy to come to Kompassi.

5. Kompassin toimintaan on hyvin helppo osallistua. 1 2 3 4 5
It is very easy to participate in Kompassi's activities.

6. Kompassin toiminta on auttanut minua paljon arjessani ja elämässäni Suomessa. 1 2 3 4 5
Kompassi and its staff have helped me a lot in my daily life in Finland.
7. Kompassin HENKILÖKUNTAA on hyvin helppo lähestyä. 1 2 3 4
 5
8. Kompassin MUUT ihmiset ja kävijät ovat auttaneet minua arjessa ja elämässäni Suomessa. 1 2
 3 4 5
Other people and customers in Kompassi have helped me a lot in my daily life in Finland.
9. Kompassin aukioloajat ovat oikein sopivat. 1 2 3 4
 5
The opening hours of Kompassi are very suitable for me.
10. Pystyn halutessani vaikuttamaan Kompassin toimintaan. 1 2 3 4
 5
I can influence Kompassi's activities if I wanted.
11. Olen saanut Kompassin kautta tänä vuonna paljon uusia ystäviä muista kuin omasta kulttuuristani / maastani. 1 2 3 4 5
I have made many new friends in Kompassi during 2014 who are not from my own country/culture.
12. Tapaan näitä uusia ystäviä usein muuallakin kuin Kompassissa. 1 2
 3 4 5
I often meet these new friends outside of Kompassi.

13. Olen löytänyt Kompassin kautta paljon uusia harrastuksia /

tekemistä vapaa-aikaan.

1

2

3

4

5

I have found several new activities through Kompassi

14. Kompassissa käyminen on antanut minulle paljon hyvää mieltä.

1

2

3

4

5

I have felt lots of happiness after visiting Kompassi.

15. Olen erittäin tyytyväinen Kompassin toimintaan ja palveluihin.

1

2

3

4

5

I am very satisfied with the services and activities of Kompassi.

16. Kuinka kehittäisit Kompassin toimintaa? *How would you improve Kompassi's activities?*

17. Mitä sinä toivot lisää Kompassilta? Kerro meille ideoitasi! *What do you wish that Kompassi would have more?*

18. Mitä ajattelet Kompassin toiminnasta? *What do you think of Kompassi's activities?*

19. Miten Kompassi on vaikuttanut sinun elämässäsi? *How has Kompassi made an influence in your life?*

20. Mitä muuta haluat meille kertoa? *What else would you like to tell us?*



SUURET KIITOKSET!
BIG THANKS!

